

Bath & North East Somerset Council

MEETING:	Corporate Policy Development and Scrutiny Panel	
MEETING DATE:	8 July 2025	EXECUTIVE FORWARD
TITLE:	Corporate Strategy 2023-2027- End-of-Year Review for 2024-2025	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Annex 1 Corporate Strategy 2023-2027 – End-of-Year Review		

1. THE ISSUE

- 1.1. This report updates the panel on the progress made in delivering our Corporate Strategy 2023-27 in 2024-25.

2. RECOMMENDATION

- 2.1. The panel is asked to:
- Note the progress in delivering the Corporate Strategy during 2024-25 as set out in the Appendix.

3. THE REPORT

- 3.1. Council adopted a new four-year Corporate Strategy at its meeting on 20 July 2023. The document set a new direction for the council, reflecting the aims of the administration elected in May 2023. It provides a clear approach to deliver the council's activities and priorities.
- 3.2. The Corporate Strategy is the council's overarching strategic plan. It sets out what we plan to do, how we plan to do it, and how we will measure performance over the next four years. The Corporate Strategy framework is set out below:
- 1) 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

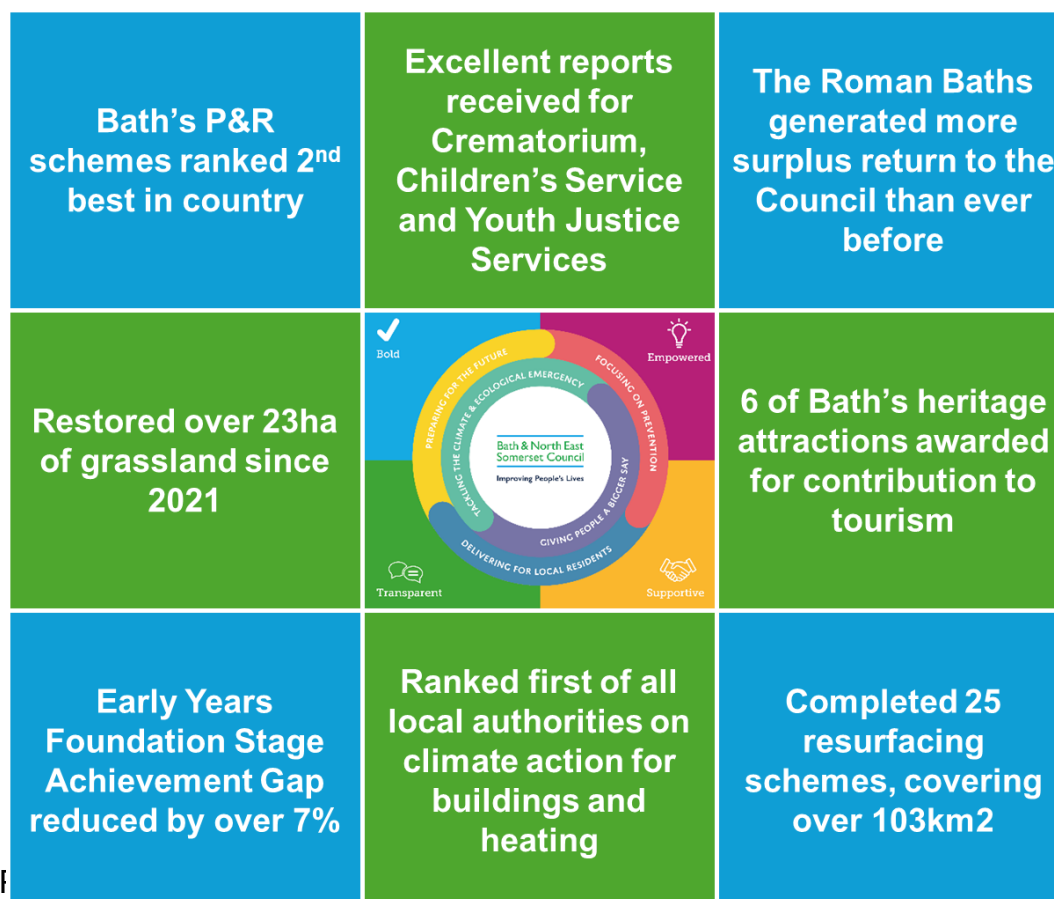
people. It is the foundation for our strategy, and we will ensure that it drives our commitments, spending, and service delivery.

- 2) We have two core policies - **tackling the climate and ecological emergency** and **giving people a bigger say**. These will shape our work.
- 3) To translate our purpose into commitments, we have identified three principles. We want to **prepare for the future, deliver for residents** and **focus on prevention**. These, in turn, help us to identify specific delivery commitments across our services.

- 3.3. On 20 July 2023, the council adopted an updated strategy which highlights a number of key priorities driven by our principles. These set out how we will improve people's lives over the next four years:

Delivering for local residents	Focusing on prevention	Preparing for the future
<ul style="list-style-type: none"> The right homes in the right places More travel choices Clean, safe and vibrant neighbourhoods 	<ul style="list-style-type: none"> Support for vulnerable adults and children Delivering for our children and young people Healthy lives and places 	<ul style="list-style-type: none"> Good jobs Skills to thrive Cultural life

- 3.4. This report brings together the work undertaken to deliver the Corporate Strategy in 2024-25, including reference to relevant performance indicators to measure progress as agreed by Cabinet in July 2024. A snapshot of key successes achieved in 2024-25 is set out below:



- 3.5. I, as approved by [Cabinet](#) on 11 July 2024. The indicator set provides a basis for

assessing performance against the delivery of the [Corporate Strategy 2023-2027](#). A new set of Strategic Indicators was agreed in July 2024 to give a better balance of performance across the key services. Each indicator is accompanied by three parts:

- 1) **RAG rating:** Each indicator is assigned a green, amber or red RAG rating to demonstrate the current delivery status of its target, alongside a brief summary explaining the assigned rating:

	On target
	Behind target but still delivering well.
	Off target, and identified as requiring additional activity

- 2) **Trend:** This shows the overall direction of the indicator. An upwards arrow means the figures are increasing, while a downwards arrow means that figures are decreasing. If this word is in a green box, it indicates a positive trend, meaning progress is moving in the desired direction. A red box signifies a negative trend.
- 3) **Narrative:** This provides context for the performance, explaining the associated trend and RAG rating. The narrative also outlines future actions aimed at improving performance.

4. STATUTORY CONSIDERATIONS

- 4.1. The council has a wide range of powers which allow it to deliver the Corporate Strategy adopted in July 2023.

5. RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1. The council's financial planning and budget setting process is the key resource mechanism for delivering the Corporate Strategy. Council agreed the resourcing requirements for the 2024-25 at its Budget meeting in February 2024.

6. RISK MANAGEMENT

- 6.1. Any risks relating to the issues identified in this report will be captured as part of the Council risk management approach and strategy and will be recorded on the corporate or directorate risk registers. An assessment of those risks identified will take place along with any mitigating actions.

7. CLIMATE CHANGE

- 7.1. The Annual Climate and Nature Progress Report was presented to Council in April 2024 on our progress in tackling the climate and ecological emergencies. The current report provides an opportunity to re-emphasise how these commitments are reflected as "core policies" in delivering the Corporate Strategy. A new annual report will be presented to Cabinet later this year.

- 7.2. Monitoring the effectiveness of delivering our core policy of tackling the climate and ecological emergency is a key component of the progress report.

8. OTHER OPTIONS CONSIDERED

- 8.1. None

9. CONSULTATION

- 9.1. This report has been cleared by the Executive Director of Resources and the Head of Legal Services.

Contact person(s)	Simon Parker, Executive Director of Resources
Background papers	Corporate Strategy 2023-2027
Please contact the report author if you need to access this report in an alternative format. Please contact them at leanne_wilkinson@bathnes.gov.uk	

Corporate Strategy – assessment against outcomes framework

Provide a traffic light assessment for each of the priorities listed on the framework.

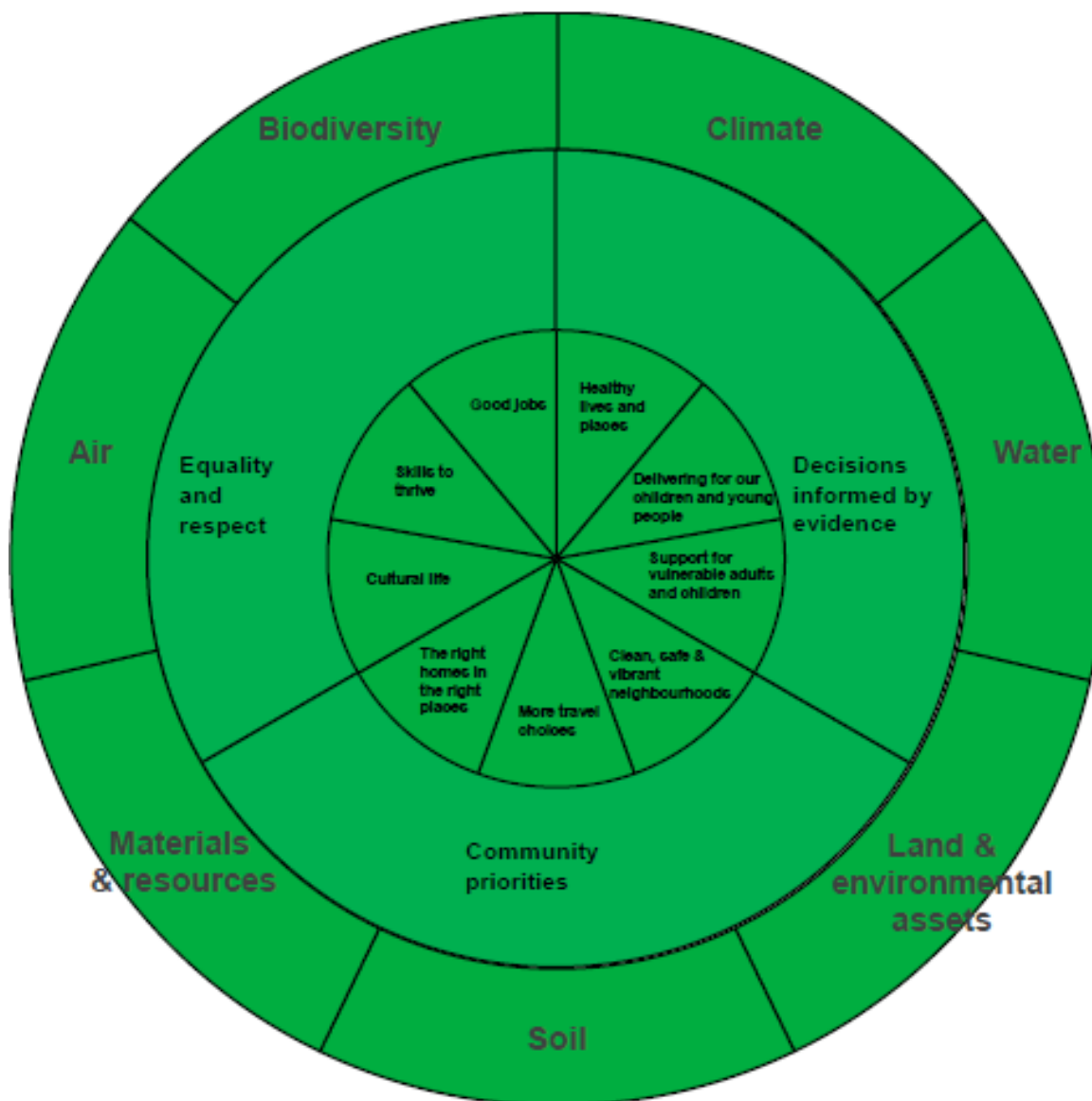
Positive impact	
Positive & negative impacts	

Negative impact	
No impact	

The [Corporate Strategy](#) 2023-2027 provides more context to each of the priorities.

Where a priority is assessed as green, amber, or red please add additional comment (inside the box) to provide context.

Please contact Ceri_Williams@bathnes.gov.uk for any questions relating to completing the assessment tool.



Climate, ecological and environmental ceiling	Space for local communities and organisations to collaborate and innovate	Social and economic foundation	Equalities Impact
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Biodiversity	Equality and respect	Delivering for local residents	
		The right homes in the right places	
		More travel choices	Sex...
Air			Pregnancy and maternity ...
Climate		Clean, safe and vibrant neighbourhoods	Gender reassignment ...
Water		Focusing on prevention	Disability...
Soil	Community priorities	Support for vulnerable adults and children	Age...
		Delivering for our children and young people	
		Healthy lives and places	
Land and environmental assets	Decisions informed by evidence	Preparing for the future	Sexual orientation...
		Good jobs	Marriage and civil partnership –
		Skills to thrive	
Materials and resources		Cultural life	Religion/belief
			Socio-economically disadvantaged
			Armed forces community
			Looked after children