

# CORPORATE STRATEGY 2020-2024







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**DINE ROMERO**

**LEADER OF BATH & NORTH  
EAST SOMERSET COUNCIL**

# WELCOME

**The council exists for a clear purpose - to improve people's lives in Bath & North East Somerset. Our administration was elected in May 2019 on a bold and ambitious manifesto of change. This strategy sets out how we will make this a reality and deliver these commitments.**



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**WE ARE DETERMINED YOU  
WILL HAVE A GREATER SAY ON  
THE ISSUES THAT ARE MOST  
IMPORTANT TO YOU.**

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Just weeks after the council adopted this strategy in February 2020, Covid-19 hit.

As well as the tragic loss of life and the huge strains placed on local people and communities, Covid-19 has affected our services, our finances and our staff. At one point during lockdown we were losing £91,000 a day in car parking and Roman Baths income alone. We have had to make difficult decisions but have worked hard to protect local services and have kept people informed.

Responding to COVID-19 has also given us an opportunity to rethink how we work, speeding up adoption of new technology such as live remote meetings. I have held a series of webinars on a wide range of subjects including coming to terms with the historic links our area had with the transatlantic slave trade. However, there are many residents who are not online, and we must make sure that they have access to updated information.

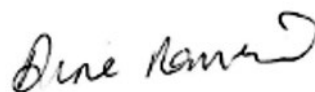
Covid-19 has also brought into sharp relief challenges facing our area that have sometimes been hidden or ignored. This means the commitments we made in February 2020 to address these long-term issues are even more relevant now. We all experienced the increases in air quality during lockdown. Although delayed by Covid-19, we are on track to deliver our pioneering Clean Air Zone in March 2021. Covid has emphasised the fragility of our local economy with its reliance on mass international tourism and retail, but there are opportunities to make our economy stronger and more diverse particularly through green recovery as we deliver our commitment to net zero by 2030. Social distancing has meant a big priority for more walking and cycling.

Partnership working with our third sector and local public services through the Community Wellbeing Hub has been a lifeline for many residents, particularly our most vulnerable.

We'll need to harness the strength of local communities to deliver, whether tackling the climate and ecological emergency, tackling inequalities, securing more affordable homes or supporting local jobs and businesses. The vaccine gives hope, but we must all of course continue to follow all rules that are in place in response to the pandemic.

We are passionate about Bath and North East Somerset. We are proud of our diverse and vibrant communities, our strong economy, our heritage, our beautiful surroundings and the people who live and work here. We are determined you will have a greater say on the issues that are most important to you.

We have made a strong start in the most challenging of circumstances and I welcome you holding us to account for delivering the commitments set out in this document.



**Dine Romero**

Leader of Bath and North  
East Somerset Council



**WILL GODFREY**  
**CHIEF EXECUTIVE**

# INTRODUCTION FROM THE CHIEF EXECUTIVE

**My job as Chief Executive is to ensure everyone who delivers our services - whether that's in social care, refuse collection or highways – is focused on improving people's lives in Bath and North East Somerset.**

# “.....

## COVID-19 CHANGED MANY THINGS FOR THE COUNCIL, AS IT DID FOR OUR LOCAL COMMUNITIES.

# .....

This corporate strategy is all about achieving this. It sets out what we plan to do, how we plan to do it, and how we will measure our performance. It will guide us as we take decisions and help us become more accountable to the communities we serve.

We are publishing this strategy later than expected. When Council adopted it on 25th February 2020, it set a new direction built around our purpose of “improving people’s lives”. We also agreed a budget and delivery plan to ensure the strategy could be carried out.

Covid-19 changed many things for the council, as it did for our local communities. We reacted swiftly to protect the most vulnerable through initiatives such as the cross-partner Compassionate Communities Hub (now the Community Wellbeing Hub). Staff were redeployed and some projects put on hold. Some facilities, including libraries and the Roman Baths Museum, were closed as a result of the national restrictions brought in to address the pandemic. We changed the way we delivered services through increased working from home and innovation such as more online delivery.

We also had to deal with the enormous financial impacts of Covid-19, particularly the loss of income from heritage attractions and car parking as a result of the lockdown, but also the wider economic impacts of Covid-19 on tourism and the visitor and retail economy. But we have taken firm action to put our finances back on track and are now making progress on helping our community to recover from the crisis, supporting: -

- **Reopening** - ensuring that our High Streets, shops, hospitality and other services are supported to reopen safely
- **Renewal** - ensuring that we take opportunities to address the long-term issues facing the area including tackling the climate and ecological

emergencies and diversifying the economy

- **Resilience** - building on the success of the Compassionate Communities Hub and work even more closely with partners, our third sector organisations and local volunteers to grow local capacity. Covid-19 continues to present a clear and present risk and we must all play our part.

There is considerable uncertainty facing us over the next four years covered by the strategy. Covid-19 has impacted on some of our projects, but in many cases the changes and challenges of recent months have provided new opportunities for delivery. So, whilst each section of this strategy has now been updated with our initial assessment of relevant Covid-19 impact, we have not changed our overall approach or the commitments we made in February 2020, with the exception of adding an additional commitment to deliver our Local Outbreak Management Plan.

All our public meetings and Area Forums are now livestreamed on our YouTube channel and we hold regular webinars on topics ranging from finances to young people, all of which has opened up new opportunities for people to have their say in ways we could not have envisaged a matter of months ago.

We are regularly reporting back on the delivery of our strategy commitments. Please sign-up to our weekly e-newsletter, visit our website, subscribe to our YouTube channel and follow us on social media to stay updated.



**Will Godfrey**  
Chief Executive

# CONTEXT AND CHALLENGES

## About our area

**Bath and North East Somerset is thriving and diverse, with many needs, strengths, resources and assets.**

As well as being our main commercial and recreational centre, the World Heritage City of Bath is an international tourist and heritage destination that provides a spectacular setting for world-class arts, culture and leisure facilities. Our market towns of Keynsham, Midsomer Norton and Radstock combine with rural communities ranging from the foothills of the Mendips, to the Chew Valley in the west and Cotswold villages around Bath.

- **Two thirds** of the area lies in Green Belt. We have **2** areas of Outstanding Natural Beauty, **37** Conservation Areas and **6,408** Listed Buildings
- Home to over **192,000** people, we expect our population to rise to **199,000 by 2037**. The most significant increases will be amongst older people, with a **124%** increase in those aged 85 and over
- Between 2001 and 2017, the growth in the 20-24 age range accounted for nearly 50% of the area's population growth, highlighting the area's **student population**

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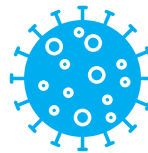




## About the council

We have an important role in shaping the future of our area. Despite reductions in funding in recent years, we have access to skills and resources that can improve people's lives and meet our key challenges. We provide and commission hundreds of services to residents. For example, in 2017/18 we:

- Issued **326,000 library items**
- Prepared **1,185 Educational Health Care Plans** for children with special educational needs and disabilities
- Supported **1,551** vulnerable adults to live independently in their own homes
- Secured residential care for **1,000** people
- Considered over **1,100** licensing and **3,000** planning applications
- Provided services supporting **521** people with learning difficulties, **348** people with mental health issues and **1,318** people with physical support
- Maintained **1250 km** of highways and **16,000** streetlights



### OUR COVID-19 RESPONSE IN FIGURES

- Over 8000 calls received by the Compassionate Communities Hub
- 50,000 people receiving our weekly update
- Emergency accommodation provided to house 42 people during lockdown
- £42.9m in Covid-19 support grants paid to help over 3500 businesses
- Over 2177 tasks such as helping with food and medicines carried out by volunteers
- 377 emergency food parcels delivered

Figures taken from October 2020

## WHAT WE ARE GOING TO DO

### OUR KEY CHALLENGES

**Tackling the climate and ecological emergency.** In March 2019 we resolved to declare a Climate Emergency. This was in response to the latest science from the Intergovernmental Panel on Climate Change and clear demands from our community.

The council has pledged to provide the leadership to enable B&NES to become carbon neutral by 2030 and make the council itself carbon neutral by the same date. This will have a significant impact on everything we do as an organisation and requires a step change across the public, private and community sectors in our area.

To complement this in July 2020 the Council also declared an Ecological Emergency to address the damage to the natural environment, biodiversity and ecosystems arising from human activity.

**Inequalities in life experience.** Despite our area being one of the least deprived authorities in the country, there are significant inequality gaps in education, employment and health outcomes for residents. Life expectancy for men varies by up to 8 years between those living in our least and most deprived areas.

Our more disadvantaged pupils often achieve lower qualifications and fewer go on to sustain education, employment or training after reaching 18. We need to do more to address inequalities in the educational attainment of our young people.

In the wake of George Floyd's death and the global Black Lives Matter movement, the council leader convened a webinar to address the legacy of the slave trade in Bath and North East Somerset. The Council in July 2020 expressed its solidarity with protestors challenging structural racism and agreed to establish a Race Equality Panel to tackle deep-seated inequalities in our area.



“.....  
**OUR LOCAL COVID-19  
 RESPONSE SHOWED THE  
 STRENGTH OF OUR LOCAL  
 COMMUNITIES**  
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**Budget pressures in delivering our statutory social care duties to support vulnerable residents.** Over 80% of our funding now goes into health, social care and children's services. Our older residents are living longer with complex and combined health conditions which are costly. The number of looked after children has also risen by 40% in the past 5 years. Supporting the 21 children with the most complex needs cost over £3m in 2018-19.

We must be as efficient and effective as possible in delivering these services. This requires some hard decisions about where our money is best spent. We also need to think about how we can help our residents to live well so that we can deliver services into the future.

Covid-19 hit the council's services hard. We faced a "double-whammy" of reductions in services' income with additional cost pressures on providing support to our most vulnerable and providing items such as PPE. We reacted quickly to these pressures and agreed a Financial Recovery Plan to stabilise our finances.

**Working better with our local communities.** Our local communities have significant strengths and resources. This includes skills, knowledge and links which support a wide range of groups and networks. Our residents have an important contribution to make to meeting our key challenges, whether being a good neighbour, making healthy choices, or volunteering in a community project.

We need to listen to local people about what is working well in their area and develop solutions which work for them, rather than imposing an approach from above. The council can also help local communities by using the skills and experience of our employees, as well as our buildings and other facilities.

Our Local Covid-19 response showed the strength of our local communities, As well as the work undertaken by the 3SG through its volunteer community connectors and third sector groups such as CAB B&NES and Bath Mind, a myriad of local initiatives sprung up to help those in need.

# OUR FRAMEWORK

## ONE PURPOSE

We have **one** overriding purpose – to improve people’s lives. This might sound simple, but it 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.

## TWO CORE POLICIES

We have two core policies – **tackling the climate and ecological emergency** and **giving people a bigger say**. These will shape everything we do.

## THREE PRINCIPLES

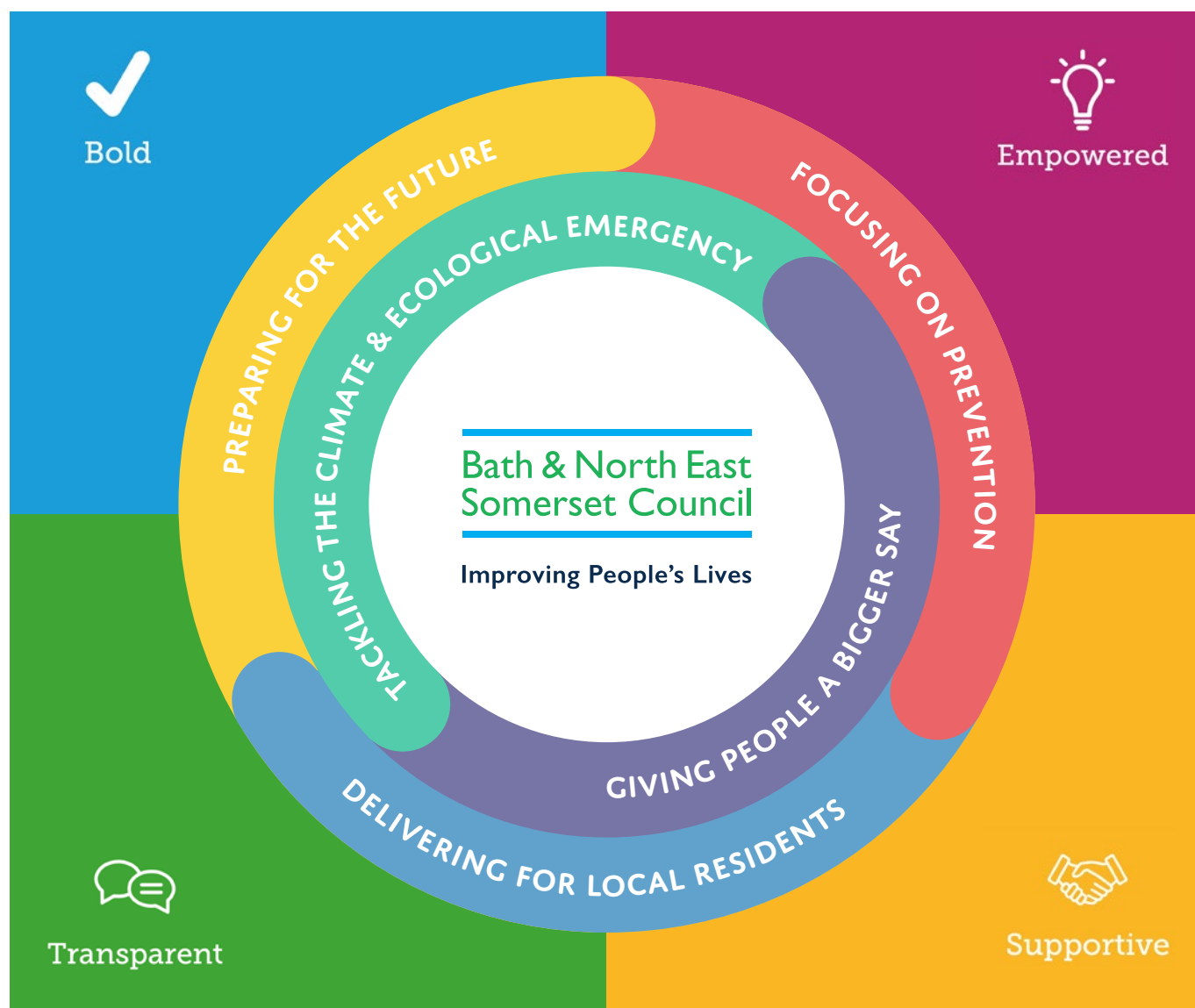
To translate our purpose into commitments, we have identified three principles. We want to **prepare for the future, deliver for local residents and focus on prevention**.

This is all set out clearly in the diagram opposite.





This is the “golden thread” which drives what we do. Our strategy has been developed alongside our Medium Term Financial Strategy and our People Strategy.

This will ensure that setting budgets and managing our people - our most valuable resource - are guided by the council’s priorities. It also means that our commitments are realistic and achievable.





## FOUR VALUES

 <b>Bold</b>	<p>We are <b>bold</b> in our approach, set aspirational goals for ourselves and create innovative solutions to tackle problems and adapt to changing circumstances. This value demonstrates that we are proactive, take action and deliver outcomes which improve people's lives.</p>
 <b>Empowered</b>	<p>We <b>empower</b> our staff and the people of Bath and North East Somerset so that they have the confidence and ability to find solutions for themselves and others. This value demonstrates how we develop our staff so that they are knowledgeable, are trusted to make decisions, able to challenge us and have the authority to be enablers.</p>
 <b>Supportive</b>	<p>We are <b>supportive</b> and work together to build trusting relationships. Our staff give help and encouragement to the people of Bath and North East Somerset and each other. This value describes how we are curious, collaborative and care for each other, our residents and the environment.</p>
 <b>Transparent</b>	<p>We are <b>transparent</b>, honest and accountable. This value demonstrates that we act with integrity, are open to criticism, are honest about our mistakes and want to improve and do better so that we deliver on our promises.</p>

# OUR CORE POLICIES

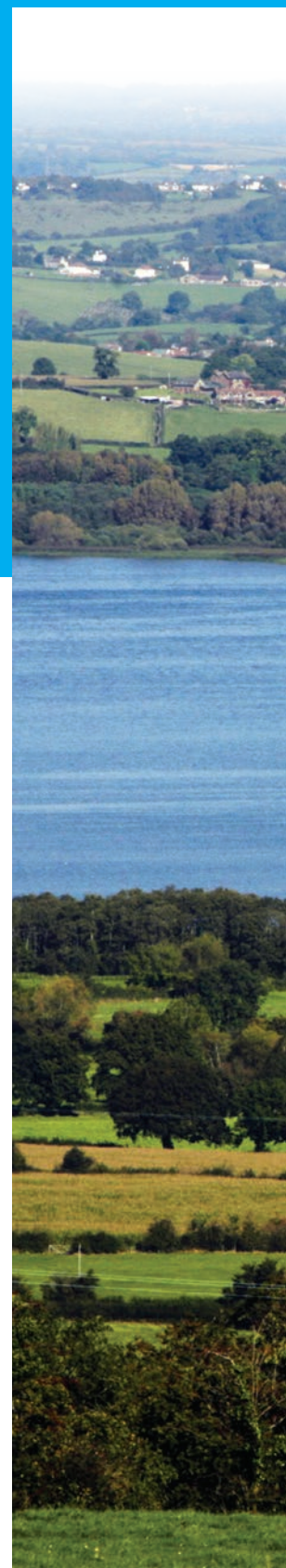
Being clear about how we will do things is just as important as what we will be doing. Our two core policies which shape everything we do are identified below.



**TACKLING THE CLIMATE & ECOLOGICAL EMERGENCY**



**GIVING PEOPLE A BIGGER SAY**







# TACKLING THE CLIMATE & ECOLOGICAL EMERGENCY

Climate change impacts on the current and future wellbeing of residents, so we need to take urgent action. In 2019, we declared a climate emergency across Bath & North East Somerset, and this was complemented in July 2020 by our declaration of an ecological emergency. This means change for us all and the council is committed to playing its part. Our Keynsham Civic Centre had the largest solar panel array on a new public building in the country when it was built. We have introduced LED street lighting.

Our Energy at Home scheme retrofitted 300 homes and our Plastics Pledge involves local businesses and communities.

We have a long history of action on the natural environment, bio-diversity and green infrastructure and will be continuing that whilst looking for more opportunities to enhance local bio-diversity and to increase tree cover.

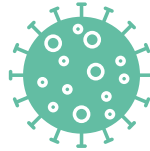
Work undertaken on the area's carbon footprint enabled the identification of three priority areas for action for carbon reduction:

- Energy efficiency improvements to existing buildings and zero carbon for new build
- A major shift to mass transport, walking and cycling to reduce transport emissions
- A rapid and large-scale increase in local renewable energy generation

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THE COUNCIL IS COMMITTED TO  
PLAYING ITS PART  
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## COVID-19 RESPONSE KEY ISSUES

- The impact of the crisis brought into sharp relief the dependency of our area on an economic model based on mass tourism and the need to diversify into low carbon, locally based, green economic recovery models.
- Tackling the climate and ecological emergency will come into even sharper focus as the Council works with partners to renew the local economy and address the long-term challenges facing our area, such as tackling inequalities and reshaping our skills base.
- Key commitments in the strategy relating to the climate emergency- such as investment in retrofitting homes to improve energy efficiency, renewable energy development and sustainable travel- have become even more relevant, as they form key elements of investment packages being identified to boost the economy.

These have been built into our strategy and are reflected in our key commitments. Our work to address the climate and ecological emergency delivers other important benefits - for example, insulating homes both improves public health and creates good local jobs.

We will provide the leadership to help this happen. We will also press for the powers and resources needed from central government. 'Business as usual' is not an option and we need to work together across the public, private and community sectors as well as with our residents to develop solutions together.

Our Climate Emergency webpages have the latest information on our plans and what you can do to help.

<https://www.bathnes.gov.uk/climate-emergency>



# GIVING PEOPLE A BIGGER SAY

Residents should have a powerful voice in how their services are designed, funded and run. There is more we can do to be transparent and collaborative in the way that we work. We want to make sure we are involving local people, parish councils and others in our decision-making. We need to listen to all our communities, including our younger residents, about the issues that affect their future.

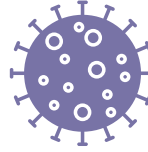
We know that some things are working well already. This includes our Parish Charter and our Area Forums, where public services and local communities meet and talk together. You can watch our meetings live on our YouTube channel or catch up with them later.

Our new Community Engagement Charter sets out how we will engage and consult with residents in the future, involving them in a clear and meaningful way in council priorities and decision making.

Our Have Your Say webpages tell you more.  
<https://beta.bathnes.gov.uk/have-your-say>

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WE WANT TO MAKE SURE WE  
ARE INVOLVING LOCAL PEOPLE  
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## COVID-19 RESPONSE KEY ISSUES

- Lockdown combined with the swift adoption of new technology sped up the introduction of online and video engagement tools. Council meetings were livestreamed, and the council leader established regular webinars on key topics. Our weekly e-newsletter goes to more than 50,000 email addresses. A webinar organised by the Council on Reopening Our High Streets Safely has been watched by more than 700 people. Webinars also focused on the key issues for young people from Covid 19 and lockdown, and on the green recovery. We also used webinars to explore the legacy of slavery in our area as well as to engage with residents on our local response to the impact of Covid-19, including the impact on council finances. This emphasis on quick and easy online engagement will be continued and further developed.
- It is also important to emphasise the associated support and help required for people who have limited or no access to digital services. We must consider fully the equalities implications of this shift to online working. For example, during the crisis the council also wrote to all households in the area and worked with key local groups such as parish and town councils and local radio stations.

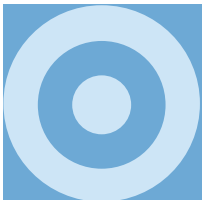


# OUR PRINCIPLES AND COMMITMENTS

To translate our purpose into commitments,  
we have identified three principles.



**PREPARING FOR THE FUTURE**



**DELIVERING FOR LOCAL RESIDENTS**



**FOCUSING ON PREVENTION**



Three principles drive the commitments in our strategy.  
These are all set out below.

PRINCIPLE	PREPARING FOR THE FUTURE	DELIVERING FOR LOCAL RESIDENTS	FOCUSING ON PREVENTION
<b>AT-A-GLANCE GUIDE TO COMMITMENTS</b>  (More information in each section)	<ul style="list-style-type: none"> <li>• local renewable energy</li> <li>• high-skill economy</li> <li>• new technologies</li> <li>• green local economy</li> <li>• walking, micro mobility (cycling), car-sharing, buses, and rail</li> <li>• carbon neutral development and energy efficiency retrofitting</li> <li>• natural environment carbon stores and biodiversity (for example, planting more trees)</li> </ul>	<ul style="list-style-type: none"> <li>• carbon-neutral, social and affordable housing</li> <li>• energy efficient homes</li> <li>• significant improvement of the transport infrastructure</li> <li>• low traffic neighbourhoods</li> <li>• effective approach to fly-tipping and litter enforcement</li> <li>• Citizens' Juries to improve decision-making</li> <li>• tailor our approach to community engagement in Bath</li> <li>• community engagement charter</li> </ul>	<ul style="list-style-type: none"> <li>• NEW Local Outbreak Management Plan</li> <li>• statutory health and care services</li> <li>• preventative approaches</li> <li>• reduce health inequalities</li> <li>• provision for children and young people with special educational needs and disabilities</li> <li>• reduce waste, increase recycling and support local litter picking schemes</li> <li>• mental health services that build resilience, promote mental health and wellbeing and deliver the best outcomes</li> <li>• reduce over-reliance on residential and nursing care</li> <li>• build on local strengths</li> </ul>

These commitments do not set out in detail everything we do, much of which – such as equalities, safeguarding, registrars and emergency planning - is determined by national legislation. However, the detailed proposals in this document will guide us over the life of the strategy and represent the step changes that citizens in B&NES will experience from their council. We will bring forward further plans to address deep-seated inequalities through a new Race Equality Panel.

The council will support the most vulnerable, as seen in the support for families welcomed to our area through the Syrian Vulnerable Persons Programme. We also work closely with partners to make our community safer and have made a new

and significant commitment to tackling domestic abuse. We will stand up for local people and lobby central government on the things that matter most to them – for example on replacing the money that is lost through students, rightly, being exempt from council tax. We will seek to influence central government and others where we need to make changes to deliver our Corporate Strategy, for example to address the climate emergency.

We ensured that government understood the financial challenges caused by Covid-19- loss of income to the council- and will continue to press our case robustly.

# PREPARING FOR THE FUTURE

**Our area is changing. The council must change with it and help residents prepare for the future. We want to promote high-quality, high-skill jobs, for example in the new green jobs sector and in new technologies. At Bath Quays we are creating a vibrant commercial quarter in the heart of the city which is delivering new jobs and homes. We also have a programme aimed at making our high streets more attractive places to visit, including greener ways of getting around the area and support to businesses.**

The council will work with partners, organisations such as the West of England Combined Authority, and local communities to secure long-term investment in our local infrastructure. Our priorities for this are sustainable transport, homes and energy. So that they can take advantage of these changes, we want to help our young people acquire and enhance the skills they need to achieve their ambitions. To do this we will also need to address inequalities of outcome in education, particularly in the Early Years.






The council also needs to make the most of new technology and be smarter and more flexible in the ways that we work. We need to be clearer about what we can and cannot provide. Increasingly, we will ask residents to self-serve for our more transactional services so that we can better support people who need our help the most.

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**THE COUNCIL ALSO NEEDS TO MAKE THE MOST OF NEW TECHNOLOGY AND BE SMARTER AND MORE FLEXIBLE IN THE WAYS THAT WE WORK.**  
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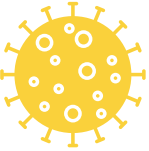
WHAT WE ARE GOING TO DO

OUR KEY COMMITMENTS

Enable a step change in <b>local renewable energy</b> schemes including solar and wind power	
Promote a <b>high-skill economy</b>	
Maximise opportunities from <b>new technologies</b> to improve and deliver efficient, modern services	
Support the transition to a <b>green, local economy</b>	
Enable a major shift to <b>walking, micro mobility (cycling), car-sharing, buses, and rail</b>	
Encourage a large and rapid improvement in the energy efficiency of our area’s buildings through <b>carbon neutral development and energy efficiency retrofitting</b> of the majority of existing building stock	
<b>Increase natural environment carbon stores and biodiversity - for example, through planting more trees</b> - and improve our biodiversity, habitat and land management	

SOME EXAMPLES OF HOW WE ARE GOING TO MEASURE PROGRESS

 <p>NUMBER OF BUILDINGS RETROFITTED WITH ENERGY EFFICIENCY MEASURES</p>	 <p>AMOUNT OF RENEWABLE ENERGY LOCALLY GENERATED</p>	 <p>% POPULATION 16-64 IN EMPLOYMENT</p>	 <p>% OF COUNCIL TRANSACTIONS DIGITALLY</p>
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## COVID-19 RESPONSE KEY ISSUES

- The council's commitment is to net zero carbon by 2030. Tackling the climate and ecological emergency will come into even sharper focus as the council works with business and communities to renew the local economy
- To ensure this, partnership working is vital and an Economic Renewal Board brings together businesses, our Universities, college and the Council to protect local firms while making the changes we need to diversify our economy- our new "Skills Pod" brings providers together to ensure the best possible support and advice.
- The introduction of social distancing measures in town centres led to a re-allocation of road space on a temporary basis for walking and cycling, particularly in town centres. This has also provided a catalyst for wider conversations about how the council can achieve the commitments to reducing traffic on local communities. The Council's Liveable Neighbourhoods website received over 10,000 visits and we are progressing key projects including Residents Parking Zones, electric vehicle charging, the "Wiltshire Whippet" and we are also working closely with WECA on Bristol to Bath mass transit.







# DELIVERING FOR LOCAL RESIDENTS

**Access to housing and getting around our area are key local concerns. We are determined to secure more affordable and social housing, improve the quality of rented housing, make our housing stock green and tackle fuel poverty. We will also facilitate significant improvement of the transport infrastructure and encourage behaviour change to forms of transport other than the private vehicle. This will enable a major shift to walking, micro mobility (cycling), car-sharing, buses, and rail.**

Alongside the introduction of the Clean Air Zone, now expected in 2021 due to COVID-19, we have wider ambitions for a more pedestrian-friendly city centre and reducing the impact of cars in residential streets through better traffic management and reductions in 'rat-running'.









To support this, we need to understand the views and needs of our local communities. We are committed to improving how we involve local people in our decision making, such as on local transport schemes, ensuring that they have a greater say in how their services are designed, funded and run.

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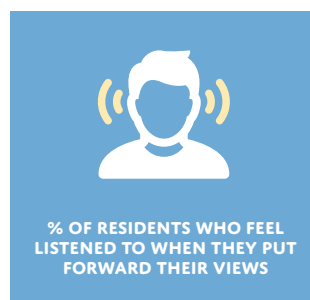
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**WE ARE COMMITTED TO  
IMPROVING HOW WE INVOLVE  
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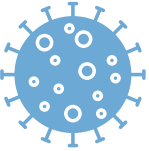
## WHAT WE ARE GOING TO DO

### OUR KEY COMMITMENTS

Deliver more <b>carbon neutral, social and affordable housing</b> and ensure that our Houses of Multiple Occupancy (HMO) policies put communities first	
Ensure the council is an exemplar for low carbon, including the delivery of carbon neutral and <b>energy efficient homes</b> through our housing company	
Facilitate <b>significant improvement to the transport infrastructure</b> and encourage behaviour change to forms of transport other than the private vehicle	
Introduce ' <b>low traffic neighbourhoods</b> ' working with schools and local communities	 
Have an <b>effective approach to fly-tipping and litter enforcement</b> as well as to city centre cleansing and trade waste	
Use new initiatives such as <b>Citizen's Juries to involve residents</b> in decision making	
<b>Tailor our approach to community engagement in Bath</b> to reflect the needs of the City's residents	
Build on our Parish Charter with a new <b>Community Engagement Charter</b> which outlines our commitments and framework for engaging with local residents across the whole of the Bath and North East Somerset area	

## SOME EXAMPLES OF HOW WE ARE GOING TO MEASURE PROGRESS





## **COVID-19 RESPONSE KEY ISSUES - DELIVERING FOR RESIDENTS**

- The closure of libraries during lockdown led to innovations including a “Virtual Library” and these digital approaches will likely continue even as our facilities reopen.
- Support for the most vulnerable continued throughout the lockdown period through our One Stop Shops and the work of the Compassionate Communities Hub. The cross-service and partner collaboration that has supported this work will continue and become stronger.
- Our waste and recycling teams dealt with significant increases in recycling tonnages while maintaining doorstep collection throughout the crisis. Feedback from local communities was overwhelmingly positive, particularly from children with their rainbow drawings. There is now an opportunity for residents and the Council to work even more closely together to continue the high level of recycling, particularly of food waste, and to keep our streets and open spaces clean.





# COMMUNITY WELLBEING HUB

 **0300 247 0050**

**EMAIL:** [BATHNES.thehub@virgincare.co.uk](mailto:BATHNES.thehub@virgincare.co.uk)  
**WEBSITE:** [www.communitywellbeinghub.co.uk](http://www.communitywellbeinghub.co.uk)

Housing	Feeling isolated, lonely or anxious	Money advice & benefits support
Stopping smoking	Accessing food, transport or medication	Achieving a healthy weight
 Bath & North East Somerset Council Improving People's Lives	Keeping active	Employment issues & advice

# FOCUSING ON PREVENTION

Having a clear approach to prevention is essential to improving people's health and wellbeing, sustaining the social care and health services we all value and rely on and strengthening our local economy. For example, properly insulated homes are cheaper to run and help prevent cold-related ill health as well as contributing to addressing the climate emergency. Our Clean Air Zone is also a good example of how we are preventing ill health through reducing air pollution.

People should receive the support they need in the most efficient, effective and timely way, reducing demand for later and more costly interventions. Everyone has a part to play and our residents should be supported to stay healthy, live well and be independent for as long as possible, making good choices for their own health and wellbeing. For example, the council can promote active travel such as walking and cycling.

We cannot do this alone and we will need to build on our joint working arrangements with partners, voluntary organisations, parishes and residents, through growing initiatives such as Compassionate Communities which was exemplified in the creation of Compassionate Communities Hub. We will always ensure that we continue to protect and support our most vulnerable residents.

“

.....  
**WE CANNOT DO THIS ALONE  
AND WE WILL NEED TO BUILD  
ON OUR JOINT WORKING  
ARRANGEMENTS**  
.....

## WHAT WE ARE GOING TO DO

### OUR KEY COMMITMENTS

Deliver statutory health and care services for children and adults as effectively as possible



Prioritise preventative approaches so that people can stay healthy, we can tackle issues at the earliest stage and ensure a better quality of life for our residents



Promote good health and reduce health inequalities

Enhance local provision for children and young people with Special Educational Needs and Disabilities (SEND) to reduce the need for more distant and costly specialist placements

Help our residents to reduce waste, increase recycling and support local litter picking schemes



Ensure we have mental health services that build resilience, promote mental health and wellbeing and deliver the best outcomes for our residents

Support our residents to live well and independently, so we reduce over-reliance on residential and nursing care

Support communities who want to address issues of concern by listening to residents and build on local strengths and resources



NEW: Deliver our Local Outbreak Management Plan to stop the spread and manage local lockdowns effectively

## SOME EXAMPLES OF HOW WE ARE GOING TO MEASURE PROGRESS



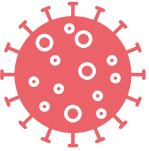
% INITIAL CONTACTS  
RESOLVED AT FIRST POINT OF  
CONTACT



% CLIENTS STILL  
INDEPENDENT AFTER  
RECEIVING AN  
ENABLEMENT SERVICE



NUMBER OF ADMISSIONS  
TO PERMANENT  
RESIDENTIAL AND NURSING  
CARE FOR OLDER PEOPLE



## COVID-19 RESPONSE KEY ISSUES

- The work of the Compassionate Communities Hub (now the Community Wellbeing Hub), established in days at the start of the crisis to provide support, is a living example of exactly the “joined up” approach to supporting our most vulnerable highlighted in the Corporate Strategy.
- The Hub drew on pre-existing partnership working with Virgin Care, the CCG and our third sector colleagues including 3SG.
- Detailed work is underway for the Hub to evolve still further to support local wellbeing through designing services around all the needs that people have, not working in “silos”,
- The Council also took swift and decisive action to accommodate all rough sleepers at the start of the crisis, directly housing 42 individuals, Last year the Council secured the delivery of 329 units of affordable housing, the highest annual delivery for many years. In addition, there are a further 428 units with planning consent awaiting build-out.
- The Council is also looking to further enhance delivery by the direct provision of Council housing, including discounted market housing, housing for rent and supported housing schemes to assist our most vulnerable residents. We will also look at ways to help people on low incomes benefit from the government’s new Green Homes Grant through an enhanced Energy at Home Advice Service
- A Covid-19 Local Outbreak Management Plan has been prepared to prevent or limit future waves of the disease in B&NES
- Preventative services of all types have all made imaginative adaptations to working under lockdown.





Covid-19

Bath & North East  
Somerset Council

## Extra space, to keep you safe

Thank you for helping to make our public spaces  
safe and prevent the spread of coronavirus



Keep a safe distance from other  
people



Wash your hands regularly and  
use hand sanitiser



Wear a face covering on public  
transport and in enclosed spaces



Follow all markers and directions



European Union  
European Regional  
Development Fund

[www.bathnes.gov.uk/bathsocialdistancing](http://www.bathnes.gov.uk/bathsocialdistancing)

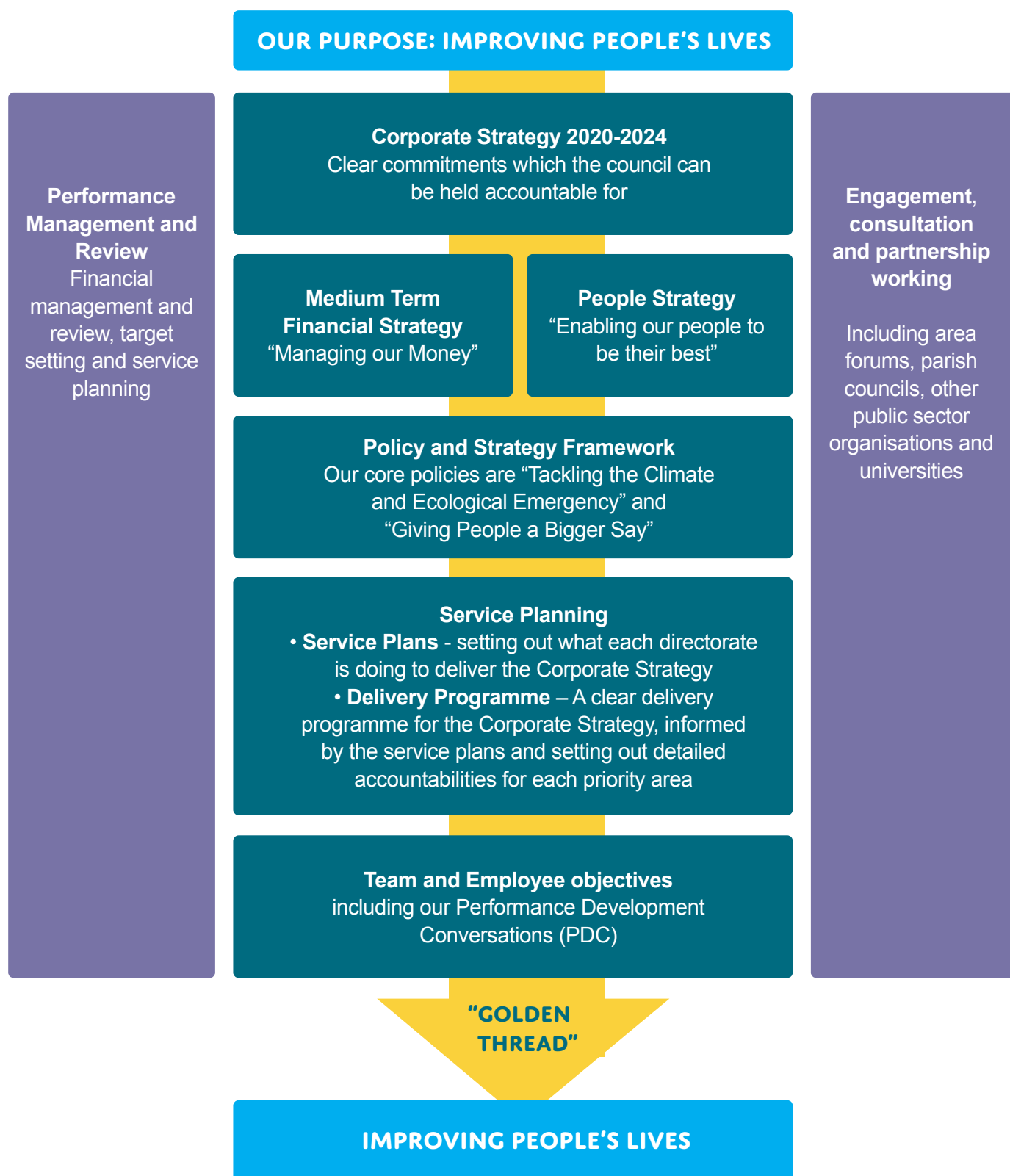
# DELIVERING THE STRATEGY

## The 'Golden Thread'

The Corporate Strategy sets out our high-level commitments. But this needs to be translated into action through a 'golden thread' to our service plans and individual employee objectives.



## B&NES COUNCIL CORPORATE STRATEGY FRAMEWORK



# HOW WE WILL WORK

## Service planning and performance management

Every year a Corporate Delivery Programme will set out how precisely the council plans to deliver on this strategy. This will be available online and will also report on progress in delivering our commitments, ensuring that we are transparent and accountable. A revised Action Plan was approved by Cabinet in July 2019 which focused on key actions under each Cabinet portfolio in the wake of Covid-19.

Our Policy Development and Scrutiny Panels also have a key role in monitoring delivery of the Corporate Strategy as well as carrying out their policy development role as the strategy develops and is implemented.

## Managing our money

We have highlighted the financial challenges facing the authority, even before Covid-19. We must balance our budget every year and prioritise our

spending so we can secure our services and invest in our commitments.

Our Medium Term Financial Strategy (MTFS) shows how we will do this, maximising commercial income, and reviewing our contracts to make savings. We have launched a new corporate programme Preparing for the Future to deliver changes to how we work. How we deliver this will depend on the course of the virus and on Government Guidance- e.g. relating to home working - but our aim is to streamline our use of office buildings, enable our workforce to be more flexible and promote financial sustainability

We are committed to be a modern council which meets the needs of people today and in the future with the funding available to us. So the MTFS also sets out the need for us to go further, managing demand and reducing costs based on Value for Money assessments of our services. Over the life of this strategy we will therefore:

“

.....  
**EVERY YEAR A CORPORATE  
DELIVERY PROGRAMME WILL  
SET OUT HOW PRECISELY THE  
COUNCIL PLANS TO DELIVER ON  
THIS STRATEGY.**  
.....



**A** Develop preventative approaches which enable people to remain independent and healthy and reduce demand for high cost adult social care services, including: -

- Working to better understand why our care costs appear higher than similar authorities and creating a strategy to tackle the pressure on our budgets
- Exploring the best way to deliver these services
- Strengthening our approach to reablement

**B** Re-shape the way we work with children, young people and families in order to reduce demand for high cost, specialist children's social care placements, including: -

- Exploring the best way to deliver these services
- Changing the service model so there is greater continuity of social worker
- Re-uniting children in care with their families where this is the most appropriate outcome

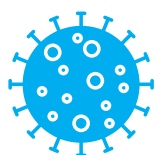
**C** Improve our city and town centres so they work better for residents and businesses, including: -

- Ensuring a long-term approach to car parking which meets the climate emergency
- Reviewing the assets we own so that they generate good future income for our services
- Ensuring our Clean Air Zone and Transport Study for Bath unlock investment to enable us to deliver our vision for walking, micro mobility (cycling), car sharing, buses and rail and cleaner, greener, safer city and town centres for everyone

**D** Establish better area-based approaches that deliver what citizens need at a local level, including: -

- Streamlining points of contact with the council so people aren't pushed from "pillar to post"
- Bringing together different services to reduce duplication
- Ensuring services are shaped by what people need rather than what we've always done

To deliver these changes, we may need to invest "up-front" to realise savings or generate income from new ways of working. These changes must be well-planned so that changes made in one service don't create costs elsewhere and so that local needs and concerns are met.



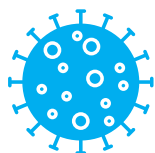
At one time during the Covid-19 lockdown the council was losing 14% of our daily spend on services from lost parking and Heritage Services income. We adopted a Financial Recovery Plan which made savings whilst protecting front-line services as well as lobbying central government for additional support. The Recovery Plan has put our finances back on track.

## OUR PEOPLE

The council is a people business. We deliver services for people by people, so we need to provide the right culture, leadership and environment for our staff to deliver the best outcomes for residents.

Our People Strategy supports the development and effective management of our workforce. It ensures that we are recruiting and retaining staff with the right skills and support to do their jobs. We know that our employees will perform best if they are safe, happy and engaged at work and we are committed to building an inclusive culture where everyone feels able to participate and achieve their best.

The table below outlined the key themes and workstreams and focus of the recovery work.



**To respond to Covid-19 the Council established an internal recovery workstream, chaired by the Chief Executive and which is focusing on the following**

- To provide strategic leadership for all aspects of the Council's recovery;
- Develop a new vision for how Council buildings and technology will support services post Covid-19;
- Making the most of our workforce and available technology;
- Ensuring Council services are future focussed, working at optimal efficiency and re-built on principles of good governance.

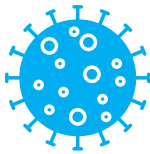
THEME	DESCRIPTION	SPECIFIC WORK INCLUDES
Financial recovery and Future Resilience	Planning in-year financial recovery and delivery of agreed budget mitigations. Reviewing the core cost structure of our business and setting the strategy to plan our resources for the medium to long-term by being future focussed, taking opportunities and diversifying risk to deliver the Council's Corporate Strategy	Financial Recovery plans  Council redesign
Workplaces & Workforce Fit for the Future	Returning Services and our Workforce from a Covid-19 lockdown position to a 'new normal' by reviewing our existing use of assets, designing new workplaces which offer real flexible working arrangements and giving the workforce technology and tools that are fit for the future	<ul style="list-style-type: none"> <li>• Redesigned Council IT systems</li> <li>• Flexible and remote working policies</li> <li>• Redesign of Council buildings</li> </ul>
Future Focussed Redesign & Effective Corporate Governance	Ensuring that the organisation is built on sound foundations of good governance, clear lines of corporate control and oversight and we take opportunities to future focus service redesign to deliver optimum efficiency to the business	<ul style="list-style-type: none"> <li>• Specific service reviews include</li> <li>• Property Services</li> <li>• Heritage Services</li> <li>• Adult Social care</li> <li>• Centralisation of corporate services</li> </ul>

## OUR PARTNERS

We cannot deliver this strategy alone as we don't control all the areas that we need to influence. Many of our ambitions, particularly addressing the climate and ecological emergency, don't stop at our boundaries.

We have a long history of collaboration with local partners, voluntary groups and communities and are proud to work with many organisations to improve people's lives. Our ground-breaking Community Safety and Safeguarding Partnership is one of the first in the country to bring together these functions to help focus resources on supporting vulnerable people. Our Third Sector Group (3SG) reflects our thriving voluntary and community sector and we are working with them on projects such as Compassionate Communities, which has come to fruition with our Compassionate Communities Hub.

However, big changes have taken place in recent years. This includes the development of a West of England Combined Authority and governance changes in our health and care system. In addition, the Western Gateway reflects the key links between our area, the West of England and South Wales. We are committed therefore to be a good partner, where this helps us to deliver the Corporate Strategy and make real improvements for local people.



Our Compassionate Communities Hub (now the Community Wellbeing Hub) was created in days as our response to help the most vulnerable during the Covid-19 crisis. It is a partnership between 3Sg, the council, CCG and Virgin Care. We are building on this partnership to extend our work into supporting skills in the wake of the economic shocks of the pandemic.

**COMMUNITY WELLBEING HUB**

**0300 247 0050**

**EMAIL:** [BATHNES.thehub@virginicare.co.uk](mailto:BATHNES.thehub@virginicare.co.uk)  
**WEBSITE:** [www.communitywellbeinghub.co.uk](http://www.communitywellbeinghub.co.uk)

Housing	Feeling isolated, lonely or anxious	Money advice & benefits support
Stopping smoking	Accessing food, transport or medication	Achieving a healthy weight
 	Keeping active	Employment issues & advice

Our Local Outbreak Engagement Board brings together partners across local agencies and including the third sector to work together to protect our communities.

More information on the Local Outbreak Management Plan can be found on our website.

# COMMUNITY ENGAGEMENT CHARTER FOR BATH AND NORTH EAST SOMERSET COUNCIL

## ABOUT THE CHARTER

**The views of our community are essential in helping to inform the decision-making process of Bath & North East Somerset Council. The community comprises of residents including children and young people, parish and town councils, third sector organisations including voluntary and community groups and businesses.**

We want to ensure that we provide an extensive and meaningful programme of engagement and, when we consult on decisions, that we do this in a timely, clear and transparent way.

Our Community Engagement Charter sets out our standards for how we engage with our community.

The Charter applies to all council staff and councillors. Partner organisations and contractors of the council will also be encouraged to adopt this approach.

## 1. OUR COMMUNITY ENGAGEMENT CHARTER

Building on good practice and learning from our shared past experiences, we have worked with our community partners to develop a set of reciprocal expectations. We want to ensure that we provide a genuine opportunity to work in partnership with our community. This will enable all to participate in more detailed discussions and consultations.



## OUR STANDARDS:

We will:

consult on decisions in a meaningful way.

recognise the demographic and geographical differences across our communities.

ensure we give full consideration to addressing the climate emergency when we plan our community engagement and consultation approaches.

ensure we understand the diverse needs of our communities.

identify, engage and involve all relevant stakeholder groups.

work with the third sector to engage hard to reach groups.

ensure we plan and engage early to encourage 'good conversations' and build strong relationships.

utilise existing engagement mechanisms including the area forums and parish liaison and explore new opportunities to engage.

be clear in our communications using plain English and avoiding jargon.

be clear about what we are aiming to achieve, what decisions are being consulted on and who will make the final decision.

ensure that there is enough time given for the community to consider and respond to consultations.

ensure feedback is given following consultation so that the community understand why we have taken the decision

## 2. TYPES OF ENGAGEMENT

‘Engagement’ encompasses a range of activity involving the community in issues about their local area of which consultation is only one element. We recognise the different needs of our community and therefore we will adopt a range of methods and activities for our engagement.

“The Spectrum of Public Participation” below illustrates the different levels of impact and types of engagement that could be considered.

<b>SPECTRUM OF PARTICIPATION*</b> Increasing the level of participation					
	Inform	Consult (See Section 3 below)	Involve	Collaborate	Empower
<b>Examples of engagement methods the council may consider in its approach</b>	<ul style="list-style-type: none"> <li>• Websites</li> <li>• Social media</li> <li>• e-newsletters</li> <li>• Displays</li> <li>• Press Releases</li> <li>• CC Forums</li> <li>• Parish Liaison</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Voicebox</li> <li>• Consultations (e-consult and paper)</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Community Events</li> <li>• CC Forums</li> <li>• Parish Liaison</li> <li>• Advisory Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Peoples Panels</li> <li>• Citizen Panels/ Advisory Committees</li> <li>• Participatory decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens Juries</li> <li>• Delegated decisions</li> </ul>

\*Source <https://www.iap2.org>.

### 3. WHEN AND HOW WE WILL CONSULT

It is important that when we consult we set out clearly why we are consulting, how we plan to consult and how the community can respond and that afterwards we provide feedback on our decisions.

There is a legal requirement for all councils to consult where there is a legitimate expectation for this to happen. This applies when;

- there has been a clear promise of consultation;
- official guidance or policies imply a promise to act in a particular way;
- there is a withdrawal of a benefit with significant impacts to be considered;
- the nature of the relationship would create unfairness if there were to be inadequate consultation.

### 4. CONSTRAINTS

Not all council decisions can be determined solely by responses from public discussion. Some are governed by statutory requirements; some are limited by financial constraints and some involve a range of other factors that require detailed consideration.

We will ensure that any consultation will last a proportionate amount of time, taking account of legislation, nature and impact of the proposal.

If any or all these limitations are likely to apply, we will undertake to make the details available at an early stage.

Those decisions that may have a specific legislative framework which exist within an individual service area or for certain proposed changes such as with Planning and Highways, these areas will have clear guidelines for consultation.

The Planning department has its own set of minimum standards; these are outlined in the planning policy called Statement of Community Involvement.

## SUMMARY

**The council will build on-going relationships with the community and make sure its understanding of communities' views is reflected in all its decisions. We will: -**

- \* discuss a proposal when it is at a formative stage.
- \* provide enough information to allow intelligent consideration.
- \* ensure there is adequate time for a considered response.
- \* conscientiously take responses into account.
- \* provide feedback on our decisions.

We want to give our residents a greater say. We need our community to tell us about issues that matter most to them and respond to consultations which will help inform our decision making.

# GETTING IN TOUCH

If you have a question regarding the Charter or you feel that a consultation hasn't followed the Charter, please contact us.

In order to ensure the Charter remains up to date, we will carry out periodic reviews and ensure any feedback that we received will be considered in any future updates.

**Website:** <https://beta.bathnes.gov.uk/have-your-say>

**Phone:** 01225 394041

**Email:** [Connecting\\_Communities@bathnes.gov.uk](mailto:Connecting_Communities@bathnes.gov.uk)

The council would like to acknowledge and thank members of the Connecting Communities Forums and the 3SG who have participated in developing this Charter and the work undertaken by members of Bath City Forum who initiated the discussions.







## OUR CORE POLICIES



**TACKLING THE CLIMATE &  
ECOLOGICAL EMERGENCY**



**GIVING PEOPLE A BIGGER SAY**

## OUR PRINCIPLES



**PREPARING FOR THE FUTURE**



**DELIVERING FOR LOCAL RESIDENTS**



**FOCUS ON PREVENTION**