

JOINT HEALTH AND WELLBEING STRATEGY IMPLEMENTATION PLAN NOVEMBER 2025



Bath & North East
Somerset Council

Improving People's Lives

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1.Context

This Implementation Plan translates the B&NES Joint Health and Wellbeing Strategy into some of the practical actions we are going to undertake to deliver on the priorities identified in the B&NES Health and Wellbeing Strategy.

Our Health and Wellbeing Strategy sets out a seven-year plan (2023-2030), to reduce inequalities and improve health and wellbeing for all. It identifies four priorities:

1. Ensure children and young people are healthy and ready for education
2. Improve skills, good work and employment
3. Strengthen compassionate and healthy communities
4. Create health promoting places

These priorities help us understand what is important to collectively focus on in order to deliver on the Health and Wellbeing Board's vision:

“Together we will address inequalities in Bath and North East Somerset, so people have the best start in life, live well and age well in caring, compassionate communities, and in places that make it easier to live physically and emotionally healthy lives.”

The Joint Health and Wellbeing Strategy seeks to complement and strengthen existing and developing strategies in B&NES which help deliver on and support the vision of our strategy; aligning with the B&NES Council Corporate Plan, B&NES, Swindon and Wiltshire (BSW) Integrated Care Strategy, BSW Health Inequalities Strategy, the B&NES Economic Strategy, and the B&NES Local Plan.

We worked closely with colleagues from the NHS, local VCSE groups and the Council to identify and agree the key actions that will contribute towards reducing inequalities and improve health and wellbeing for all in B&NES. This implementation plan sets out those actions that will be taken by partners to deliver on the priorities identified by the strategy.

2. Our approach to implementing our Joint Health and Wellbeing Strategy

We have sought to link with existing strategies and work with existing capacity. For example, the Health and Wellbeing Board and the Integrated Care Alliance work collaboratively towards achieving improved health and wellbeing outcomes for our population, with the ICA having responsibility for oversight and assurance of the delivery of identified actions in the B&NES Health and Wellbeing Strategy's Implementation Plan.

Similarly, the B&NES Health and Wellbeing Strategy's Implementation Plan contains employment-related actions that will sit within the Economic Strategy. The actions have been included in the Health and Wellbeing Strategy Implementation Plan due to their impact on people's health, wellbeing, and inequalities.

All actions in this Implementation Plan are owned by a key partnership, team, or subgroup of the Health and Wellbeing Board. These owners have taken responsibility for ensuring work is delivered on the agreed actions, will report on progress to the Health and Wellbeing Board, and will bring related issues to the Board for further intelligence sharing, discussion and development as appropriate.

The Joint Health and Wellbeing Strategy sets out four principles: tackling inequalities, adapting and building resilience to climate change, sharing responsibility and engaging for change, and delivering for all life stages. We strongly encourage partners to always consider these when planning for, delivering and reporting on their activities.

This Implementation Plan was first published in June 2023, and this is the updated version of the plan for the next two years. It will next be reviewed and updated in 2027/2028.

3. What will we measure?

An indicator set has been developed which helps the Board understand changes to population health, wellbeing and inequalities, such as changes in the gap in educational achievement or the percentage of people smoking for example. The indicator set also includes longer term and overarching indicators including healthy life expectancy which are outside the scope of this Implementation Plan on its own to influence. Understanding changes in the health of the population will help the Health and Wellbeing Board frame discussions to focus its work on addressing inequality and improving health and wellbeing for all.

A process by which implementation of the Strategy and its impact is monitored, understood and reported back to the Board for discussion and assurance has been developed and agreed by the Health and Wellbeing Board.



Priority 1: Ensure that children and young people are healthy and ready for learning and education

Intended outcome: All our children are healthy and ready for learning and education.

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
1.1 Strengthen family resilience to ensure children and young people can experience the best start in life	<p>Implementation of Families First Partnership Programme</p> <p>Implement Best Start in Life Action Plan ensuring alignment with the Giving Every Child the Best Start in Life Strategy.</p> <p>Confirm declaration of intent to participate in the Best Start Family Hubs Development Grant 2025/26 and adhere to requirements for implementation from April 2026</p>	<p>Families First delivery plan in place April 2026</p> <p>Report progress in Annual Review by March 2026</p> <p>Best Start in Life workstream and governance agreed to align with Families First Partnership Programme by April 2026 to be implemented by March 2027</p>	<p>Childrens Transformation Steering Group</p> <p>Best Start in Life Group</p>	<p>B&NES Childrens Social Care and BSW ICB</p> <p>Multi agency, including BSW Local Maternity and Neonatal System, VCSE, early years settings, educational institutions, all commissioned providers, healthcare services including primary care</p>	<p>To receive updates on progress and champion work when relevant via CYP sub group of B&NES Joint Health and Wellbeing Board (HWB)</p>

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
	Ongoing work towards a shared trauma informed resilience approach	Increase in staff trained to deliver trauma informed approach by December 2026			
1.2 Improve timely access to appropriate family and wellbeing support	<p>Ensure Early Help offer aligns with Families First Partnership Programme</p> <p>Progress work towards a family hub/Multi-Disciplinary Team approach to support families linked to new Integrated Neighbourhood Team model</p>	<p>Alignment by March 2027</p> <p>By March 2027</p>	Children's Services Transformation Steering Group	BSW Local Maternity and Neonatal System, Schools, Early Years Settings, all educational settings, VCSE groups, CAMHS, Healthcare services including Primary Care	To receive updates on progress and champion work when relevant via CYP sub group of HWB
1.3 Reduce the existing educational attainment gap for disadvantaged children and young people	Improve Disadvantaged Educational Outcomes Programme (IDEOP) to commission work to	Final Report of 'Big Education' in Autumn 2025	St Johns Foundation, BIG Education, Public Health, Be Well B&NES CYP Steering Group	Education Inclusion Service Virtual School, VCSE, educational institutions, SEND Transitions	To receive updates on progress and champion work when relevant via CYP sub group of HWB

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
	<p>provide intensive support for disadvantaged children</p> <p>Develop plan to understand and address impact of wider determinants on the educational attainment gap</p> <p>Prepare business case to narrow educational attainment gap</p> <p>Continue to work alongside schools and social care to reduce exclusions and suspensions for all children open to social care but with a specific focus on Children Looked After (CLA) and Children with</p>	<p>Plan developed by Autumn 2025 and implemented by December 2026</p> <p>By December 2025</p> <p>Termly data reports produced three times a year by Social Care. The Virtual School Governing Body meetings have oversight of key issues and data report at their quarterly meetings</p>	<p>B&NES Virtual School Governing Body</p>	Local inclusion partnerships	

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
	Protection Plans (CPP) in place Continue affordable schools work	15 more schools engaged by March 2027	Public Health and Prevention Directorate, B&NES		
1.4 Ensure services for children and young people who need support for emotional health and wellbeing are needs-led and tailored to respond and provide appropriate care and support (from early help to statutory support services)	Ensure commissioned services are designed to identify and support needs Influence ICA to invest and take action to address emotional wellbeing and mental health through working together to develop a joint two-year work programme ensuring activity supports the needs of CYP	All newly commissioned services designed to identify and support Early Help from April 2026 By April 2026	CYP subgroup of B&NES Health and Wellbeing Board	B&NES Children's Social Care /Oxford Health Foundation Trust, BSW, relevant VCSE groups, Healthcare Services, HCRG, Educational Settings	To receive updates on progress and champion work when relevant via CYP sub group of HWB

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
	<p>Use and refresh Dynamic Support Register and Care, Education and Treatment plans to ensure support provided is needs led and tailored to child</p> <p>Improve transition processes between children and young people and adult services (physical and MH provision)</p>	<p>Annual review of Outcomes and Delivery (April 2026, April 2027)</p> <p>Governance in place with the Preparing for Adulthood (PfA) sub group chaired by the ICB, to take forward the joint work programme by April 2026</p>			



Priority 2: Improve skills, good work and employment

Intended outcome: More people are working in jobs that support their health and wellbeing

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
2.1. Work with education providers and other partners to provide robust and inclusive pathways into work and including for disadvantaged young people	Map future skills requirements, including in major projects and emerging sectors, and work with skills providers on relevant course provision such as Adult Skills Fund (ASF) Skill Bootcamps	Skills mapping completed by Q2 2026	Sustainable Communities Directorate B&NES	Bath college, Careers Hub, Universities, local employers, Adult Social Care, CYP subgroup, VCSE groups, educational settings	Consider own roles as employers in inclusive employment
	Prioritise projects to address barriers to employment for young people, including care leavers and those with SEND and vulnerable learners	Ongoing prioritisation			Receive progress updates
	Improve access to support by	Ongoing			

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	providing clarity to the extensive and complex employment and skills ecosystem through high quality and impartial Information Advice and Guidance (IAG)				
2.2 Work with local employers to encourage, incentivise and promote good quality work	<p>Encourage partners and local businesses to sign up to WECA Good Employment Charter (GEC)</p> <p>B&NEs council to lead by example and support partners and local</p>	<p>Charter engagement campaign launched by April 2026</p> <p>Anchor institution commitments to GEC agreed by September 2026</p> <p>First GEC progress review by March 2026</p> <p>Actions to be agreed and implemented with</p>	Sustainable Communities Directorate B&NES	B&NES council, local employers, including VCSE, educational settings and public sector	<p>Collaborate as BANES anchor institutions (and major employers) to review and adopt good work practices</p> <p>Receive updates on progress</p>

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	businesses to transition into an Employer of choice	partners by March 2027			
2.3 Support the development of and access to an inclusive labour market, focusing on engaging our populations most at risk of inequalities in accessing and maintaining good work	<p>Create and deliver an inclusive employment and skills plan for BANES ensuring UK Shared Prosperity Fund (or similar scheme) supports B&NES requirements</p> <p>Promote the Disability Confident Employer scheme and increase our own levels and be an employer who can encourage local employers to enhance the recruitment, retain and develop residents with disabilities</p>	<p>Annual report/update by July 2026 (and in July 2027)</p> <p>Disability Confident annual events achieved by December 2026</p>	Sustainable Communities Directorate B&NES	Local employers, employees, VCSE groups, anchor institutions	<p>Consider own roles as employers in inclusive employment</p> <p>Receive progress updates</p>

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	Through the FWD (and future successor) programme, offer an alternative and inclusive structure to training that addresses barriers to training and has embedded routes to employment	FWD successor programme launched by September 2026			
2.4 Prioritise inclusiveness and social value as employers, purchasers and investors in the local economy	<p>Collaborate as BANES anchor institutions (and major employers) to review and adopt good work practices</p> <p>Use social value to promote apprenticeships for vulnerable groups</p>	<p>Social value through programmes such as S106 to support apprenticeship targets agreed by September 2026</p> <p>HACT (social value measuring tool) indicators embedded in all new projects by December 2026</p> <p>Social value targets/impact</p>	Sustainable Communities Directorate B&NES	Anchor institutions, Local businesses, VCSE, Future Ambitions Board	Collaborate as BANES anchor institutions (and major employers) to review and adopt good work practices

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	HWB Board partners commit to support individuals from vulnerable groups with apprenticeships, jobs and work placements	<p>evaluation are embedded within Employment and Skills projects, in addition to traditional targets around referrals, into employment by March 2027</p> <p>HWB partner commitment by December 2026</p>			



Priority 3: Strengthen compassionate and healthy communities

Expected Outcome: Our communities are compassionate and support individuals to be healthy and well

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
3.1 Infrastructure that encourages and enables individuals, organisations and networks to work together in an inclusive way, with the shared aim of supporting people in need and building strong local communities	<p>Implement the Community Wellbeing Hub (CWH) Business Plan to include extension of scope to support families with CYP (as well as adults) and engagement with HCRG regarding Integrated Neighbourhood Teams and CWH's role within these new structures</p> <p>Update CWH Business plan to align with new NHS strategy</p>	<p>CWH Strategy implemented 2023-2030</p> <p>CWH Business Plan update – <i>date to be determined</i></p>	B&NES CWH Partnership Board (Reporting to the B&NES Commissioning Hub)	B&NES Council, BSW ICB, VCSE and commissioned provider services	<p>Receive progress updates</p> <p>Promote and champion to support sustainability of the CWH</p> <p>Help remove barriers to implementation of the Business Plan as appropriate</p>

Strategy Objective	Action/s	Milestone and timeframe	Partnership responsible for leading/ overseeing delivery	Others involved in delivering action	Role of Health and wellbeing Board
3.2 Enable and encourage proactive engagement in health promoting activity at all ages for good quality of life	<p>Implement Be Well B&NES (BWB) programme, a whole systems approach to health improvement</p> <p>B&NES Cultural Development Plan to promote health and wellbeing and the reduction of inequalities</p>	<p>Demonstrate progress on BWB four central aims and network groups by end of March 2026</p> <p>B&NES Cultural Development Plan with ongoing implementation agreed by April 2026</p>	<p>Public Health and Prevention, B&NES Council</p> <p>Culture and Heritage Services, B&NES Council</p>	<p>BSW ICB, HCRG Care Group, VCSE organisations, B&NES Council, Primary Care Networks (PCNs)</p> <p>VCSE organisations, anchor instructions, business</p>	<p>Receive progress updates</p> <p>Promote, champion, and remove barriers as appropriate</p>
3.3 Develop a strategic approach to social prescribing to enable people to remain healthy and manage physical and mental health conditions	Implement recommendations from the B&NES Social Prescribing Framework as feasible	Framework and Action Plan to be agreed by the ICA by end of March 2026	B&NES ICA	VCSE organisations, BSW ICB, PCNs, general practices	<p>Receive progress updates</p> <p>Promote, champion, and remove barriers as appropriate. This includes supporting opportunities to embed social prescribing into key programmes (e.g. prevention) and transformation work</p>



Priority 4: Create Health Promoting Places

Intended Outcome: Our places promote health and wellbeing and reduce inequalities

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
4.1 Utilise the Local Plan as an opportunity to shape, promote and deliver healthy and sustainable places and reduce inequalities	<p>Key policies included in the Local Plan that promote health and wellbeing, tackle inequalities, root causes of unhealthy urban development and sustainability outcomes.</p> <p>Including policies that promote:</p> <ul style="list-style-type: none"> - Access to green space - Active travel - Access to healthy foods and growing spaces - Affordable, accessible and safe housing 	<p>Policies and social infrastructure requirements drafted and agreed in line with timescales for developing the Local Plan (timescale <i>to be determined</i>)</p>	Sustainable Communities Directorate B&NES	<p>Other Council teams (transport, housing, Public Health etc.)</p> <p>Housing associations, VCSE organisations, BSW ICB, PCNs, communities</p>	<p>Receive progress updates on the key milestones</p> <p>Promote, champion, and remove barriers as appropriate</p>

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	<ul style="list-style-type: none"> - Social infrastructure <p>Comprehensive public engagement to inform the Options Appraisal and Local Plan</p>	Evidence that Options Appraisal and Local Plan informed by engagement with timescale to align with Local Plan Development (<i>to be determined</i>)			
4.2 Improve take up of low carbon affordable warmth support for private housing; and encourage B&NES social housing providers to provide low carbon affordable warmth for existing social housing to help prevent damp and mould, and cold-related illnesses	<p>Investigate further opportunities (e.g. with energy firms) for warm home schemes or similar initiatives and express interest for these</p> <p>Ensure affordable warmth grant schemes and initiatives are promoted</p>	<p>Prepare expressions of interest by Autumn 2025</p> <p>Warm Homes Grant scheme effectively promoted by December 2025</p>	Sustainable communities Directorate Leadership Team B&NES	West of England Heads of Housing Partnership; Social Housing Providers (Registered Providers), Private Landlords, Homes West Partnership etc West of England Local Authorities, NHS providers, Bristol City Leap (delivery partner for private grant scheme in B&NES)	Receive updates on progress and champion and support work where relevant

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/ overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	Assess progress of West of England based Registered Providers (RP) Forum on implementing affordable warmth initiatives for social housing tenants	Affordable warmth initiatives update for private and social housing by April 2026			
4.3 Maximise opportunities in legislation to facilitate targeted private rented sector inspection programme to ensure the minimum statutory housing and energy efficiency standards are met	Identify and assess the potential impact of the Renters Rights legislation alongside other existing statutory duties on improving housing and energy efficiency standards in B&NES, then agree and implement work programme to include awareness raising and inspection arrangements	<p>Education and awareness campaign plan implemented by November 2026</p> <p>Risk assessment and inspection arrangements in place following implementation of National Landlords Database (<i>date to be determined</i>)</p>	Sustainable Communities Directorate B&NES	Private landlords & other partners	Receive updates on progress and champion and support work where relevant

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	Agree opportunities for improvement and priority actions arising from the HWB development session held in July 2025	Opportunities for improvement and priority actions agreed by March 2026			
4.4 Improve equitable access to physical and mental health services for all ages via the development of Integrated Neighbourhood Teams (INTs), community-based specialist services and our specialist centres (Cross referenced to ICA's priorities)	Design and implement Integrated Neighbourhood Teams (INTs), taking into consideration existing local models and experience through the newly commissioned ICBC programme and Integrated neighbourhood team model as part of that delivery, and the emerging guidance on neighbourhood	Building on previous frailty pilot, work to refocus a test and learn INT model in B&NES September 2025 to Spring 2026 Learning incorporated from any neighbouring authorities which take part in Wave 1 of the National neighbourhood health improvement programme Autumn 2025	B&NES ICA	Community Wellbeing Hub/VCSE groups, B&NES, Mental Health Providers, primary care (PCNs), community healthcare services	Receive progress updates, champion and drive forward work where relevant

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	<p>health as part of the NHS 10 year plan.</p> <p>Programme alignment workshop to bring together relevant workstreams that touch on neighbourhood health</p>	<p>Take forward recommendations from Programme alignment workshop held in Autumn 2025 to March 2027</p>			
4.5 The NHS, LA, Third Sector and other partners to increasingly embed prevention and inequalities action into their planning and prioritisation (Cross referenced to ICA's priorities)	Ensure work on both prevention and inequalities are visible and aligned in key NHS and Local Authority plans, and in the monitoring of them including the future Neighbourhood Health Plan, ICBC programme, the Local Plan and the Economic Strategy	<p>Evidence that prevention and inequalities are explicit as objectives in plans by October 2026</p> <p>Evidence that prevention and inequalities are explicit monitoring and reporting by March 2027</p>	B&NES ICA B&NES Health and Wellbeing Board Sustainable Communities Directorate B&NES	B&NES Council directorates, VCSE organisations, NHS partners, healthcare providers local businesses, B&NES Health Inequalities Group (BHIG)	<p>Seek assurance about inequalities when reports are presented to the Board</p> <p>Ensure inequalities are explicitly recognised and addressed</p> <p>Support focus on preventative work through agenda and papers for HWB</p>

Objectives	Action/s	Milestone and timeframe	Partnership or team responsible for leading/ overseeing delivery	Others involved in the delivery	Role of the Health and Wellbeing Board
	<p>Explore opportunities to embed the work of the Health Inequalities Network as BAU and for any future opportunities to support further development and coordination of the network</p> <p>Shift resources towards babies, children and young people to improve population outcomes</p>	<p>Options for taking the work forward in a business usual way have been considered and prioritised by March 2026</p> <p>Evidence that the Core20Plus5 programme has been embedded in existing work programmes by June 2026</p> <p>This ambition is explicit in the objectives of the Families First Partnership Programme and the development of Neighbourhood Health plans, by March 2027</p>	<p>B&NES ICA B&NES Health and Wellbeing Board B&NES Health Inequalities Group (BHIG)</p> <p>B&NES Health and Wellbeing Board</p> <p>Children and Young People's sub-group of the Health and Wellbeing Board</p>		<p>Ensure capacity to support the work of the BHIG is identified and maintained</p> <p>Seek assurance about inequalities when plans are presented to the Board</p>

5. Glossary of terms

Acronym	Full form	Definition
B&NES Council	Bath and North East Somerset Council	The local authority for Bath and North East Somerset, responsible for a range of vital services for people and businesses in the area.
B&NES ICA	Bath and North East Somerset Integrated Care Alliance	This is the 'place-based' subcommittee of the BSW NHS Integrated Care Board. It brings together representatives from the Hospital Trusts; the Local Authority; the Integrated Care System; Primary Care Networks; Healthwatch; Social Care; and the Third Sector.
BANES	Bath, and North East Somerset	This refers to the area of Bath and North East Somerset rather than the council.
BCSSP	Bath and North East Somerset Community Safety and Safeguarding Partnership	The community and safeguarding partnership for the local area which coordinates local work to maximise the integration of safeguarding children and adults with community safety.
BSW ICS	Bath and North East Somerset, Swindon and Wiltshire Integrated Care Strategy	The BSW Integrated Care Strategy sets out BSW Together's ambition as partners working across the health, social care, voluntary and other sectors to support the people of BSW to live happier and healthier for longer.
CAMHS	Child and Adolescent Mental Health Services	The term used for all services that work with children and young people who have difficulties with their mental health or wellbeing.
CYP	Children and Young People	
HWB	Health and Wellbeing Board	A Health and Wellbeing Board is a formal statutory committee of the local authority. It provides a forum where political, clinical, professional and community leaders from across the health and care system come together to drive joined up working at the local level, improve the health and wellbeing of their local population and reduce health inequalities.
HWS	Health and Wellbeing Strategy	A Health and Wellbeing Strategy identifies priorities for health and wellbeing for local populations and the approaches that will be taken to bring about improvements in these areas.

INT	Integrated Neighbourhood Team	Multi-disciplinary teams, which enable care to be better coordinated and offer care closer to where people live at the right time.
ICBC	Integrated Community Based Care	An integrated model for the delivery of community health services
PCN	Primary Care Network	These are groups of GP practices working together with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas.
SEND	Special Educational Needs/Disability	A child or young person has special educational needs and disabilities if they have a learning difficulty and/or a disability that means they need special health and education support, this is often shortened to SEND
UK SPF	UK Shared Prosperity Fund	National UK Shared Prosperity Fund (UKSPF) succeeds the old European Union structural funds. The fund invests in local priorities; communities and place, support for local businesses and people and skills.
VCSE	Voluntary, Community and Social Enterprise	The VCSE sector is a term that includes any organisation (incorporated or not) working with Social Purposes. This ranges from small community based groups/schemes (Good Neighbour Schemes, 'Stitch & Knit' or Cubs & Brownies etc.), through to larger registered Charities that operate locally, regionally & nationally.
WECA	West of England Combined Authority	The West of England Combined Mayoral Authority is a combined authority within the West of England area, consisting of the local authorities of Bristol, South Gloucestershire, and Bath and North East Somerset. It was established in 2017 with a purpose to deliver economic growth for the region through focus on areas including productivity, and skills, housing and transport.