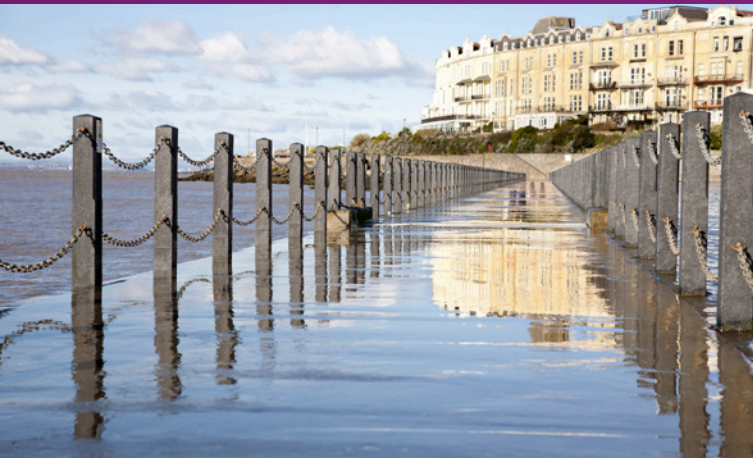


North Somerset

CORPORATE PLAN 2019-23

(DRAFT FOR CONSULTATION)



An open, fairer, greener North Somerset



Our priorities

Open

We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition for North Somerset

Fair

We aim to reduce inequalities and promote fairness and opportunity for everyone

Green

We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030
- A transport network which promotes active and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with an emphasis on quality and affordability

A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities and improving outcomes
- A community which promotes learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

As an open and enabling organisation, we will

- Engage with and empower our communities
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Empower our staff and encourage continuous improvement and innovation
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

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FOREWORD

BY COUNCILLOR DON
DAVIES LEADER OF NORTH
SOMERSET COUNCIL

We are living through a period of great change locally, nationally and indeed globally. Whilst the global economy grew in the last decade, the impact has been variable across our communities. Some of our residents have seen a fall in their living standards and we have responded by targeting our reducing resources on our most vulnerable residents.

We have reached a tipping point in tackling the climate emergency, which this council is committed to address by not only declaring a climate change emergency, but also developing an action plan.

Whilst technology is transforming the way we live, we also need to focus on place shaping where we live as our High Streets change and the need for housing and employment land increases.

We want to maximise the things which make North Somerset such a great place to live whilst tackling the big and urgent issues, like preventing climate change, reducing inequalities and how we engage more effectively with our residents.



The results of the local elections in May 2019 brought change. No single party now has a majority on the council and many new councillors were elected. Four political groups – Independents, Liberal Democrats, Labour and Greens have formed a new partnership administration. This means working together across party boundaries for the benefit of our residents.

This is a new style of local government for North Somerset and it means working in new ways. We are determined to be more transparent about what we are doing and why, and to involve residents much more in tackling issues together.

We also want to strengthen our partnerships with local businesses, voluntary organisations, Town and Parish Councils and other public services like Health to improve outcomes despite tight budgets.

This Plan sets out our shared vision for North Somerset together with an ambitious set of priorities backed by realistic action plans. It will help us to make the right choices over the next four years, and begin to tackle our long term challenges.

ABOUT THE PLAN

The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to help focus our effort and resources on the right things. This is even more important in the context of constrained resources and rapid change.

By prioritising a clear set of commitments the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

The Corporate Plan informs other key strategies and plans, whether council documents or those of our partners. These documents vary widely in purpose, scope, and time horizon. The Corporate Plan does not replace these other documents but it should shape them whenever they are being updated.

Good strategic planning also means aligning financial and service planning. This plan has developed alongside the Medium Term Financial Plan, and will be signed off alongside the budget by the full Council.



CONSULTATION AND ENGAGEMENT

The views of residents, staff and other stakeholders have been sought to help shape this Plan. The first phase of engagement included a series of focus groups for residents held in different locations around North Somerset, and internally a series of council staff engagement sessions.

Engagement produced a wealth of feedback and suggestions, many of which are reflected in the draft Plan. These have been summarised in a report going to the Council's Executive on 7 January 2020.

If you have any comments or suggestions about the Plan, please take part in the online consultation or contact John Wilkinson john.wilkinson@n-somerset.gov.uk, 01275 884 897.

BASELINE, OPPORTUNITIES & CHALLENGES

A good plan depends on a realistic appraisal of our starting point and a thorough analysis of the context. A wide ranging data analysis was conducted in preparing this plan. The headlines are set out below.

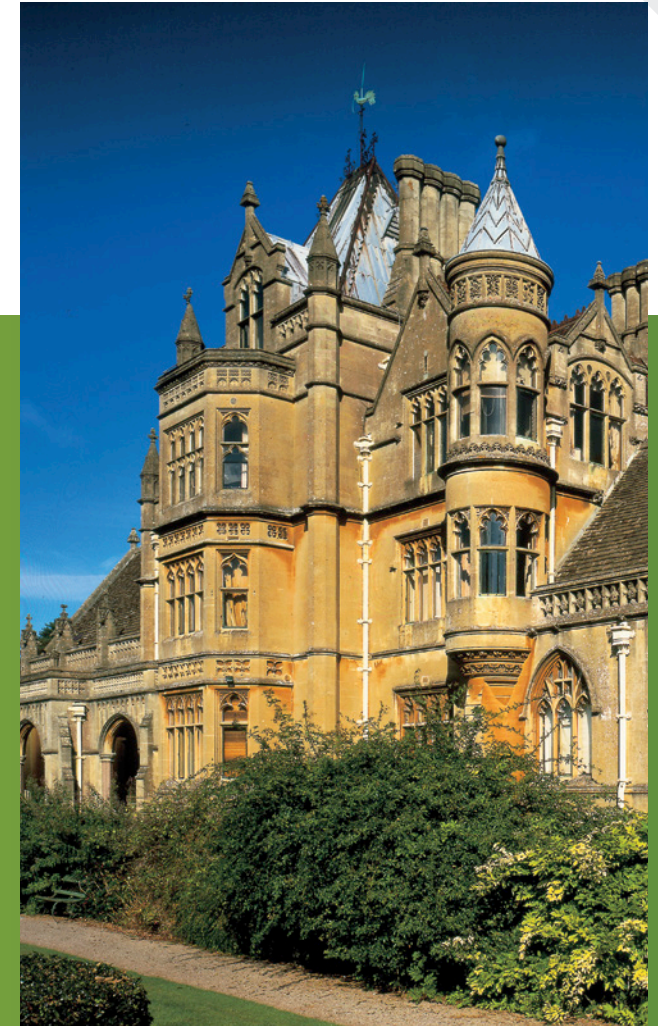
A more detailed summary of the key issues and evidence follows at the end of the plan.



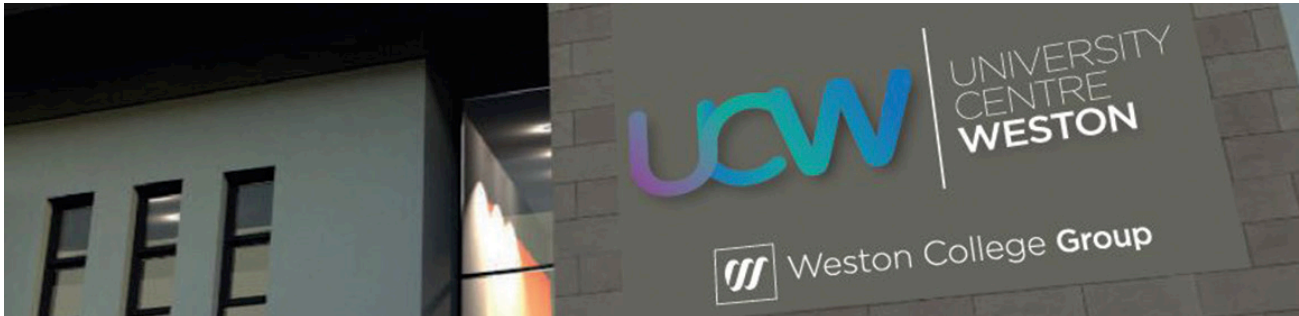


OPPORTUNITIES

- **A great location** - strategically positioned close to Bristol and Bath and the M4 corridor, whilst enjoying the benefits of beautiful countryside and coast. North Somerset is well connected nationally and internationally with the airport, port, the M5 and direct trains to Paddington, South Wales, the Midlands and the South West
- **Weston-super-Mare** - our largest town is set to become the second biggest settlement in the West of England. Opportunities include the University Centre, Enterprise Area, Food Works and the developing Arts, Culture and heritage scene.
- **Natural assets** - North Somerset has some wonderful natural assets including part of the Mendip Area of Outstanding Natural Beauty, over 40 sites of Special Scientific Interest and 25 miles of coastline.
- **Communities** – North Somerset has a variety of different communities, ranging from large Towns to villages and rural settlements. There is a network of formal and informal community groups which together provide an enormous range of activities and services.
- **Digital revolution** – new and emerging technologies are bringing huge changes and opportunities to rethink how services are provided and make better use of data.
- **Business investment** – attracting businesses to continue to invest in the area, to provide more and better paid local jobs, and promote sustainable growth in sectors like the green economy, food and drink and the visitor economy.
- **Innovative staff** – our staff have shown great resilience and creativity to maintain quality services. Tight resources will continue to spur innovation in how we manage demand and deliver and fund services.



- **Partnerships** – we have good relationships with our partners across the public, private and third sectors. There are opportunities to work together even better to deliver our objectives.



CHALLENGES

- **Demographic change** – North Somerset's population is both growing and aging. In many ways that is good news but it does increase demand for health and social care services, school places and other services, and puts pressure on infrastructure.
- **Climate emergency** – the serious impact of global warming is already evident. Urgent action is needed to avoid temperatures increasing to dangerous levels, which would bring rising sea levels and increased flooding and extreme weather.
- **Inequalities** – North Somerset is a prosperous place but it has large inequalities in income, health and life chances. Patterns of inequality between areas have been persistent.
- **Housing** – there is a need for significantly more homes to meet the demand of our growing population and government targets, including affordable homes with the average house costing nine times average earnings. We also need to ensure we have sufficient employment land.
- **Balancing development and sustainability** – particularly in the context of the climate emergency and our wealth of natural and heritage assets will be an ongoing challenge.
- **Fragile care market** – locally and nationally care providers are under pressure. Delays in national reform of social care funding compound issues of rising costs and difficulty recruiting and retaining care staff.
- **Local transport network** – despite good strategic links getting around North Somerset by road or public transport is not always as easy due to congestion and a limited bus network.



- **Resource constraints** – after a decade of unprecedented reductions in government funding, resources are expected to remain very tight going forward.

OUR JOURNEY

Maximising our opportunities and overcoming our challenges will take time. We can't do everything at once and we know resources will remain tight for the foreseeable future.

But the longer the journey, the more important it is to be clear about the destination. We are therefore setting a clear new vision for North Somerset, one which sets out what we want both for the area, and for the council as an organisation.



OUR VISION IS FOR A MORE OPEN, FAIRER, GREENER NORTH SOMERSET

Open

We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition for North Somerset

Fair

We aim to reduce inequalities and promote fairness and opportunity for everyone

Green

We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development

AIMS AND PRIORITIES

The vision is ambitious and long term but we want to start progressing towards it at once.

To help focus on the right things we have set ourselves three broad aims, each with a set of priorities.

Achieving these priorities will help us to realise our vision.

Our aims are:

- A thriving and sustainable place
- A council which empowers and cares about people; and
- An open and enabling organisation

EQUALITIES

The Council has a legal duty to eliminate unlawful discrimination, advance equality of opportunity and encourage good relations between people. As part of this the council sets equalities objectives and monitors its progress in achieving them. Equality objectives should be integral the councils vision and priorities, not marginalised in a separate document. This Corporate Plan therefore incorporates the Council's equality objectives.

For each aim we have identified a set of actions and projects which we will strive to deliver by 2023. We have also identified a set of success measures to monitor our progress. These will be included in the Council's basket of Key Performance Indicators and built in to the performance management and reporting system.

A THRIVING AND SUSTAINABLE PLACE

PRIORITIES

- A great place for people to live, work and visit
- Welcoming safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030
- A transport network which promotes active and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with an emphasis on quality and affordability

FACTS & FIGURES

Infographic

Infographic

Infographic

- CO2 emissions per capita in North Somerset have fallen from 6.3 tonnes in 2005 to 4.2 tonnes in 2017
- Passenger journeys by bus have increased in North Somerset from 4.4 million in 2009/10 to 5.9 million in 2017/18
- The number of enterprises (businesses) in North Somerset has increased by 28% from 2010 to 2019 (7,050 to 8,755)

CASE STUDY

MetroWest

A nationally significant scheme to improve transport links in the West of England region is moving forward. MetroWest will see the Portishead Rail branch line re-open in 2023 as well as a series of vital improvements to passenger services along the Severn Beach and Bristol to Bath railway Lines.

Over £31m of funding has been received from the Department for Transport for this scheme and in November 2019, the Development Consent Order was submitted to the Planning Inspectorate, kicking off the first phase.

Once launched it is anticipated that 0.4 million people a year will use the new line.

Action Plan

By 2023 we want:	Actions and Projects	Success Measures
Priority: a great place for people to live, work and visit		
A North Somerset Plan supporting the most sustainable and inclusive growth to tackle the climate emergency, the housing crisis and persistent socio-economic inequalities.	<ul style="list-style-type: none"> ● Prepare a new North Somerset Local Plan 	<ul style="list-style-type: none"> ● Consultation on draft Plan in 2020 ● Plan adopted by 2023 ● Policies in place to support Local Plan ● Infrastructure delivery plans in place ● Sustainable development underway ● Infrastructure projects underway
A flourishing arts, culture and heritage sector supporting inclusive growth, placemaking and healthier communities	<ul style="list-style-type: none"> ● North Somerset Cultural Strategy ● Weston Heritage Action Zone projects ● Culture Company created and supporting activity across the area 	<ul style="list-style-type: none"> ● Participation in high quality cultural offer ● Adoption of Cultural Strategy in 2020 ● Impact of HAZ projects and culture company
North Somerset's natural environment playing a more instrumental role in our communities through improved health and wellbeing, helping our response to the climate emergency through rewilding and additional woodland, and supporting sustainable development and inclusive growth	<ul style="list-style-type: none"> ● Adopt and implement a 'green infrastructure strategy' to ensure an integrated approach to management of the natural environment 	<ul style="list-style-type: none"> ● High quality green spaces, species rich and with a variety of habitats. ● Area of council managed land 're-wilded' ● Increase area of woodland
High-quality library and leisure services, accessible by all, that remain relevant to the changing needs of North Somerset residents.	<ul style="list-style-type: none"> ● Adopt and implement Library Strategy ● Adopt and implement Leisure Strategy 	<ul style="list-style-type: none"> ● Strategies in place ● Projects completed to timescales ● Service user satisfaction

By 2023 we want:	Actions and Projects	Success Measures
North Somerset recognised as a Key part of the regional visitor economy with places to visit across the year and throughout the day	<ul style="list-style-type: none"> ● Adopt a Visitor Economy Action Plan to support placemaking, active travel and economic growth 	<ul style="list-style-type: none"> ● Value of North Somerset's visitor economy
Priority: Welcoming, safe and clean neighbourhoods		
All of our town centres and high streets to be places people choose to go to for fun, social and safe experiences. They will be able to attract people throughout the day. Supported by active participation by business groups and community networks and town and parish councils, they will be lively, safe and clean.	<ul style="list-style-type: none"> ● Adopt the North Somerset Plan which will encourage people to live and work in town centres ● Deliver a programme of activity within the Weston Placemaking Strategy ● Support reuse of vacant spaces through a partnership with the Meanwhile Foundation ● Maintain Purple Flag for Weston-super-Mare town centre 	<ul style="list-style-type: none"> ● Placemaking Strategy in place ● Vacant space reused ● Purple Flag status ● Vibrancy of town centres
Crime and anti-social behaviour are reducing and victims of crime and exploitation are supported effectively by the council and its partners. There is a coordinated strategy to reduce domestic abuse and the harm caused to the victims and their children. An integrated approach to neighbourhood enforcement is supported by a transformed control centre and camera network.	<ul style="list-style-type: none"> ● Support joint projects which stabilise or reduce anti-social behaviour and crime ● Develop a new Domestic Abuse Strategy and transform support service provision through re-commissioning ● Work with partners and town councils to improve Public Space Surveillance system 	<ul style="list-style-type: none"> ● Rate of recorded crimes ● Domestic Abuse Strategy in place ● Reduce rate of domestic abuse incidents ● Percentage of residents who feel anti-social behaviour is a problem in their local area
Neighbourhood management is well coordinated, and delivered in partnership with local communities, with everyone playing their part and taking responsibility.	<ul style="list-style-type: none"> ● Review approach to neighbourhood management and enforcement 	<ul style="list-style-type: none"> ● New approach in place ● Resident views of their neighbourhood

By 2023 we want:	Actions and Projects	Success Measures
Priority: To be a carbon neutral council and area by 2030		
To be well on our way to becoming a net zero carbon council and a net zero carbon place by 2030. Our North Somerset Plan will be shaping sustainable growth in the most accessible places. We'll be working with partners, business and residents to support them to make low carbon decisions.	<ul style="list-style-type: none"> ● Implement Climate Emergency Strategy ● Reduce emissions from our estates and operations with the aim of being carbon neutral ● Review policies to promote sustainable development and an energy efficient built environment ● Promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change ● Green infrastructure Strategy and rewilding programme (see above) ● Promote active and low carbon travel (see below) 	<ul style="list-style-type: none"> ● Year on year reduction of carbon emissions from the council's direct activities in delivering services ● Area's carbon emissions reduced ● Proportion of new homes and commercial spaces which are zero carbon or net carbon plus ● Proportion of new mixed-use development on brownfield land, in town centres with public transport and proximity to major employment hubs
Households are supported to minimise the waste they produce, and recycle what they do, with North Somerset having low residual waste volumes and high recycling rates.	<ul style="list-style-type: none"> ● Challenge everyone to reduce, reuse, repair and recycle ● Set target to become a zero waste council ● Introduce measures to boost home and community composting supported by new charges for garden waste collections 	<ul style="list-style-type: none"> ● Zero kerbside waste to landfill with an increasing percentage recycled and the remainder used as energy from waste ● Recycling rate above SW and national average ● Increase levels of composting

By 2023 we want:	Actions and Projects	Success Measures
Priority: a transport network that promotes active and low carbon travel		
Passengers boarding trains in Portishead and Pill on the reopened rail line, reducing car use and traffic congestion	<ul style="list-style-type: none"> ● Complete Metro West project (Portishead rail) 	<ul style="list-style-type: none"> ● Development Consent Order granted by Autumn 2021 ● Construction start by Spring 2022 ● Open December 2023
Safer roads for pedestrians and bikes. More people choosing low carbon and healthier ways to travel. Better use of limited parking space in town centres across the district	<ul style="list-style-type: none"> ● Deliver key strategic cycle routes – Coastal Path & Strawberry Line extension to Clevedon. ● Deliver local cycling and walking infrastructure plan. ● Implement 20mph zones in Backwell & Wrington by December 2020 and at least one additional scheme a year from then on ● Update the Public Rights of Way Strategy in 2020 ● Introduce cycle audits for all highway capital schemes. ● Introduce fairer parking charges and resident parking zones across the district to better manage parking space in residential areas, town centres and car parks 	<ul style="list-style-type: none"> ● Projects completed on time ● Reduced accidents ● Increased cycling and walking ● Better use of parking space in highstreets to support local business
More people using the bus network, and improvements in reliability and passenger satisfaction	<ul style="list-style-type: none"> ● Deliver bus lane enforcement ● Showcase bus corridors 	<ul style="list-style-type: none"> ● Increased bus patronage ● Bus Lane enforcement by 2021 ● At least one new showcase corridor by 2023
More places where people can charge electric cars and motorcycles, encouraging people to switch to lower carbon, zero emission vehicles	<ul style="list-style-type: none"> ● Portishead electric charging hub operational by 2021 	<ul style="list-style-type: none"> ● Portishead project completed on time ● Increased number of electric charging points across North Somerset

By 2023 we want:	Actions and Projects	Success Measures
Priority: a broad range of new homes to meet our growing need, with an emphasis on quality and affordability		
The North Somerset Plan will be supporting a mix of housing types and tenures in sustainable locations in the area. Quality and affordable new homes will be being built on the council's own land with infrastructure projects underway to unlock further delivery.	<ul style="list-style-type: none"> ● Commence delivery of New Secondary School at Weston Villages and Banwell Bypass ● Increase supply of affordable homes ● Delivering over 500 precision engineered homes on our land with Homes England funding. ● Working with Homes England to accelerate the delivery of homes in Weston Town Centre. ● Publishing a Housing Prospectus to attract sustainable investment to increase the delivery of affordable homes for sale and rent to meet local need and support the economies of our towns and villages 	<ul style="list-style-type: none"> ● Deliver Banwell bypass and associated works. ● Deliver secondary school at Parklands Village. ● Facilitate and monitor delivery of housing as required by funding agreement, including ongoing delivery of 4,482 homes at the Weston Villages. ● Increased completions of affordable homes
The private rented sector in North Somerset will be improved through purpose built new development and action on existing accommodation.	<ul style="list-style-type: none"> ● Private Sector Action Area 	<ul style="list-style-type: none"> ● Increased number of homes improved ● Proportion of properties within the Private Sector Action Area owned by accredited landlords

By 2023 we want:	Actions and Projects	Success Measures
Priority: an attractive and vibrant place for business investment and sustainable growth		
North Somerset to be recognised as having a distinct commercial identity, attracting increased levels of investment which support wider Council priorities.	<ul style="list-style-type: none"> ● Complete Food Works build and embed the offer for the Food and Drink sector through the development of future phases ● Support the scale-up and roll out of successful employment space approaches ● Ensure the local plan reflects employment requirements which enable business investment and growth 	<ul style="list-style-type: none"> ● Net increase in businesses registered for NNDR across North Somerset ● Increase in number of jobs ● Increase in number of business start-ups ● Increase in inward investment activity ● Increase in average earnings for jobs in North Somerset
The Junction 21 Enterprise Area will be vibrant, with a renewed identity which positions the Enterprise Area as part of wider regional economy	<ul style="list-style-type: none"> ● Review Enterprise Area Identity 	<ul style="list-style-type: none"> ● Economic benefits of the Enterprise Area



A COUNCIL WHICH EMPOWERS AND CARES ABOUT PEOPLE

PRIORITIES

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities, improving outcomes
- A collaborative way of working with partners and families to support children achieve their full potential
- A community which promotes learning and employment opportunities

FACTS & FIGURES

Infographic

Infographic

Infographic

- An average of 1,700 adults supported in their own home through assistive technology
- An increase in Early Help episodes in North Somerset i.e. a robust early help offer with over 1,200 episodes in 2018/19
- Over 80% of adults in North Somerset with a level 2 qualification and 43% with a level 4, above the national average

CASE STUDY

Shared Lives Scheme

We are expanding our successfully Shared Lives Scheme which provides care for adults with disabilities and mental health problems in a family setting.

The latest CQC inspection graded the service 'good' in all aspects and said "People told us they were very happy with the care and support. One person said, "It is much better than living in X (care home). It is like a big family" ...It was evident... people enjoyed and benefitted from living as part of a family."

Action Plan

By 2023 we want:	Actions and Projects	Success Measures
Priority: a commitment to protect the most vulnerable people in our communities.		
Safeguarding is seen as every one's business and partners work together to enable the people of North Somerset to live free from abuse and neglect	<ul style="list-style-type: none"> ● Work with others to realise the vision of the North Somerset Safeguarding Adults Board ● Ensure the success of the new North Somerset Safeguarding Children Partnership, working with the police and the CCG. 	<ul style="list-style-type: none"> ● Level of adult safeguarding concerns and enquiries ● Rate of child protection plans
Children and adults who need the most support consistently receive good quality services, which keep them safe and promote their wellbeing, whether provided by the council, other public services, voluntary organisations or private care providers.	<ul style="list-style-type: none"> ● Support and shape the local care market to sustain and expand good quality services ● Implement Ofsted and SEND Local Joint Area Review action plans 	<ul style="list-style-type: none"> ● Resilience of care market ● Positive OFSTED and CQC inspection outcomes
Refugees resettled in North Somerset are welcomed and supported to make the area their home	<ul style="list-style-type: none"> ● Continue to participate in the national Vulnerable Persons Resettlement Scheme, welcoming refugees from Syria to settle in North Somerset 	<ul style="list-style-type: none"> ● Number of families successfully resettled

By 2023 we want:	Actions and Projects	Success Measures
Priority: an approach which enables young people and adults to lead independent and fulfilling lives		
More people are able to live independently in their own homes and communities. Young people with disabilities are well prepared for adulthood, and have a smooth transition. North Somerset is recognised as a pioneer in the use of new technology to maximise independence.	<ul style="list-style-type: none"> ● Deliver North Somerset's Maximising Independence transformation programme ● Expand the shared lives scheme ● Improve transitions for young people through the new integrated Transitions Team ● Work with health partners to develop a co-ordinated and effective social-prescribing offer ● Complete pilots of technology enabled care, and roll-out the most successful innovations ● Adopt and implement strategy to combat loneliness and social isolation 	<ul style="list-style-type: none"> ● Number of shared lives placements ● Service user and carer satisfaction ● Number and value of social prescriptions ● Technology enabled care projects are completed to timescales ● Number of long term residential & nursing home placements ● Numbers of young people and adults placed in supported accommodation
Outcomes for Care Leavers are improving and young people who have been looked after are consistently well supported through to independence	<ul style="list-style-type: none"> ● Work with care leavers to improve education, employment and accommodation outcomes 	<ul style="list-style-type: none"> ● Care leaver EET and suitable accommodation

By 2023 we want:	Actions and Projects	Success Measures
Priority: A focus on tackling inequalities and improving outcomes		
A range of strategies and initiatives are in place which together will reduce inequalities over the long term, including action plans for areas ranked in the 10% most deprived in England. Outcomes for those with the poorest life chances have begun to improve	<ul style="list-style-type: none"> ● Work with schools and academies to reduce the attainment gap between children entitled to free school meals or pupil premium and their peers ● Continue to implement initiatives and projects to prevent and tackle homelessness ● Reduce the gap in life expectancy and healthy life expectancy between communities in North Somerset ● Target support to tackle the main causes of ill health that drive inequalities ● Analyse the factors causing some small areas to have persistent high levels of deprivation develop action plans with partners to address them 	<ul style="list-style-type: none"> ● School attainment gap ● The number of households living in temporary accommodation ● Proportion of homelessness prevented ● Life expectancy and healthy life expectancy measures ● Increased access to and participation in interventions to improve key outcomes, for example, stop smoking, physical activity or mental health and wellbeing. ● Strategies and Plans in place
Priority: a collaborative way of working with partners and families to support children achieve their full potential		
Families receive the right help and support to achieve the best for their children. Fewer children need to be looked after by North Somerset Council, and those that do have the right placement, which for the vast majority will be a local family placement	<ul style="list-style-type: none"> ● Collaborate to develop a whole system approach to providing effective early help for children and families ● Deliver North Somerset's Families for Children transformation programme ● Scale-up 'step-down' approach to support children to move from residential and out of area placements to local foster placements ● Design and commission an evidence based service to prevent the need for younger children to enter care ● Recommission supported accommodation for care leavers 	<ul style="list-style-type: none"> ● Families receiving early help ● Children excluded from school ● Rate of children looked after ● Number of North Somerset foster carers ● Proportion of children looked after placed in local foster placements

By 2023 we want:	Actions and Projects	Success Measures
Priority: a community which promotes learning and employment opportunities		
Children and young people gain the knowledge and skills they need to flourish as adults. More children with special educational needs attend local schools.	<ul style="list-style-type: none"> ● Implement the Commissioning Strategy for education provision to ensure there are sufficient school places ● Implement the Specialist and Alternative Provision Review, including expanding local SEND provision 	<ul style="list-style-type: none"> ● Proportion of children offered a school place ● New SEND places provided to timescale
North Somerset's residents benefit from economic growth, demonstrated by increased levels of economic resilience and inclusion in our communities.	<ul style="list-style-type: none"> ● Deliver single Point of Access – one front door for those accessing employment or skills support ● Support residents to respond and adapt to change caused by technological advances and access emerging jobs in the green economy 	<ul style="list-style-type: none"> ● Percentage of adults with learning disabilities or mental health difficulties in paid employment ● Number of people from targeted cohort (care leavers, young people NEET) gaining employment ● Reduction in JSA claimant/unemployment rate (long-term unemployed) ● Increase in average earnings for North Somerset



AN OPEN AND ENABLING ORGANISATION

PRIORITIES

- Engage with and empower our communities
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Empower our staff and encourage continuous improvement and innovation
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

FACTS & FIGURES

Infographic

Infographic

Infographic

- The Council now employs around 1300 people. This compares to over 2400 in 2006. These figures do not include school staff, illustrating the scale of change.
- 86% of customers satisfied with the service received in our gateways
- 98% of customers satisfied with the service received on the telephone

CASE STUDY

Using technology to increase access to library services

Embracing digital and self service technology has enabled libraries to reach new customers and extend access to library resources.

In 2018 North Somerset library customers downloaded 12,000 library eBooks, 12,700 eAudiobooks and 30,000 eMagazines. 'Extended Access' technology is enabling increasing numbers of customers to use four libraries on a self-service basis 8am – 8pm across the week (8,500 visits in 2018-19). Self service kiosks, available in all libraries, typically perform 82% of routine book lending transactions and provide self service printing, releasing staff to focus on supporting in-depth customer enquiries.

By 2023 we want:	Actions and Projects	Success Measures
Priority: engage with and empower our communities		
A menu of opportunities for residents and communities to engage at a level which suits them best. Wide-ranging informative and timely communications with residents. Consistent, timely and good quality engagement in decisions, service design and financial planning. Best practice has become common practice.	<ul style="list-style-type: none"> ● Develop and implement a whole organisation Engagement & Consultation Strategy ● Review Communications Strategy ● Embed consideration of engagement across the authority for every policy or key decision of the council ● Publish budget proposals earlier in 2020/21 and actively engage public in financial planning 	<ul style="list-style-type: none"> ● Evidence of impact of resident and community views ● Systems to ensure routine consideration of engagement in place ● Budget proposals published each Autumn from 2020 onwards.
More residents have the opportunity to attend Executive meetings, either in person or online	<ul style="list-style-type: none"> ● Hold Executive meetings in different venues around North Somerset ● Explore the feasibility of webcasting Council meetings 	<ul style="list-style-type: none"> ● Meetings held at range of venues across North Somerset ● Options and costs identified, and progressed if feasible and affordable
Council services to be easily recognisable as such through clear and consistent branding which reflects the council's vision	<ul style="list-style-type: none"> ● Branding reviewed and updated 	<ul style="list-style-type: none"> ● Resident awareness of council services
Improved geographical spread of volunteers across North Somerset who are ready to assist our emergency response in the event of an emergency	<ul style="list-style-type: none"> ● Expand and enhance emergency preparedness within the community 	<ul style="list-style-type: none"> ● Membership levels of community based response groups

By 2023 we want:	Actions and Projects	Success Measures
Priority: empower our staff and support continuous improvement and innovation		
The Council is recognised as a good employer. It gets the most from its staff and has the right people and skills to deliver its objectives. Plans are in place to address any workforce challenges	<ul style="list-style-type: none"> ● Develop new People Strategy, aligned to the new Corporate Plan ● Review and refresh learning and development offer across whole organisation ● Review appraisal process ● Refresh staff values and behaviours framework 	<ul style="list-style-type: none"> ● Turnover ● Vacancy rates ● Staff views in annual survey ● Number of staff whose learning and development needs are recorded ● Proportion of agreed learning and development needs met
It is easy for staff to work efficiently and seamlessly anywhere, reducing the need for office space and travel, whilst remaining accessible to residents and colleagues.	<ul style="list-style-type: none"> ● Ensure a consistent and fair approach to flexible and mobile working ● Ensure policies and technology in place to support flexible and mobile working 	<ul style="list-style-type: none"> ● Number of staff able to work anywhere
Staff feel innovation is encouraged and recognised and see good ideas taken forward	<ul style="list-style-type: none"> ● Design and implement a scheme to encourage and recognise innovation 	<ul style="list-style-type: none"> ● Scheme in place ● Examples of ideas taken forward
Programmes and projects are well managed and delivering significant benefits including savings	<ul style="list-style-type: none"> ● Deliver a portfolio of well-designed and managed change programmes 	<ul style="list-style-type: none"> ● Timely delivery of planned benefits

By 2023 we want:	Actions and Projects	Success Measures
Priority: manage our resources and invest wisely		
Resources well aligned to priorities and robust plans are in place to address budget pressures	<ul style="list-style-type: none"> ● Maintain robust Medium Term Financial Plan 	<ul style="list-style-type: none"> ● Budget gap ● End of year budget variance
A sustainable portfolio of buildings which support the delivery of Corporate Plan priorities	<ul style="list-style-type: none"> ● Develop and implement Asset Strategy, reviewing all of the Council's buildings and property 	<ul style="list-style-type: none"> ● Strategy enables programme of projects to be delivered ● Benefits achieved (efficiencies, reduced carbon footprint, modern, accessible buildings, surplus assets released)
Commercial investments deliver reliable income streams	<ul style="list-style-type: none"> ● Continue to implement commercial investment strategy to generate revenue ● Identify next opportunities 	<ul style="list-style-type: none"> ● Achievement of income targets
Priority: embrace new and emerging technology		
New and emerging technologies are harnessed effectively to deliver efficient and good quality services. The Council is well on the way to 'paperless' and 'cashless' operation and is beginning to make use of robotics and Artificial Intelligence	<ul style="list-style-type: none"> ● Develop and implement updated Digital Strategy ● Offer accessible and effective online services, designed around user needs and supporting channel shift ● Organisation wide channel shift programme ● Technology enabled Care projects (see above) 	<ul style="list-style-type: none"> ● Strategy in place ● Projects delivered to timescales ● Channel shift targets achieved ● Satisfaction with online services
More residents have basic digital skills and are able to take advantage of national programmes to improve broadband speeds and roll out 5G	<ul style="list-style-type: none"> ● Promote digital inclusion, increasing skills and confidence 	<ul style="list-style-type: none"> ● Digital inclusion projects delivered ● Residents digital skills

By 2023 we want:	Actions and Projects	Success Measures
Priority: make the best use of our data and information		
The Council is using rich data sets to make evidence-based decisions and evaluate the impact of those decisions, whilst protecting resident's information and privacy. Council and partner data sets are combined where possible and consistent with information governance standards. Performance data is available for managers as and when needed. More council data is made open as part of our transparency agenda	<ul style="list-style-type: none"> ● Implement tools to make better use of council data ● Implement new approach to the Joint Strategic Needs Analysis with health partners ● Real time performance reporting 	<ul style="list-style-type: none"> ● New Tools in place ● JSNA underpinned by multi-agency data set ● Availability of real time data ● Amount of council data which is 'open'
Priority: provide professional, efficient and effective services		
A strong and consistent customer focus evident across the organisation.	<ul style="list-style-type: none"> ● Enhance the customer services culture across the council 	<ul style="list-style-type: none"> ● Customer, service user and resident satisfaction ● Number of complaints
Services, whether in-house or commissioned demonstrate good quality and value for money.	<ul style="list-style-type: none"> ● Set clear customer service and client service standards. Ensure both in-house services and commissioned services meet the required standards. 	<ul style="list-style-type: none"> ● Customer, service user and resident satisfaction ● Number of complaints ● Benchmarking ● Ofsted and CQC inspections ● Service standards

By 2023 we want:	Actions and Projects	Success Measures
Priority: Collaborate with partners to deliver the best outcomes		
A strong partnership with West of England neighbours helps deliver better outcomes for North Somerset. By sharing with other local authorities and public services we provide better quality or value for money for North Somerset residents than if we acted alone	<ul style="list-style-type: none"> Continue to collaborate across West of England and reconsider applying to join the Combined Authority Share accommodation, services, systems and infrastructure with other public services where it makes sense to do so 	<ul style="list-style-type: none"> Projects in place and milestones achieved Office space occupied Number of shared arrangements in place
More joint initiatives with Town and Parish Councils and 'third sector' organisations are supporting the delivery of priorities	<ul style="list-style-type: none"> Where practical and demand is demonstrated, develop initiatives at a local level with Town and Parish Councils and 'third sector' organisations 	<ul style="list-style-type: none"> Projects in place and milestones achieved
Contracts are consistently well managed and deliver expected benefits and added value	<ul style="list-style-type: none"> Work in partnership with contractors to ensure contracts consistently deliver expected standards and benefits 	<ul style="list-style-type: none"> Resident and service user satisfaction Contract performance Additional social value delivered
More effective, sustainable and integrated health and social care services	<ul style="list-style-type: none"> Play a strong role in strategic partnerships with health and social care organisations and providers 	<ul style="list-style-type: none"> Joint Plans and Strategies agreed Joint Commissioning projects achieve milestones and planned benefits

OUR VALUES

Our organisational values are important because they help guide us in how we work and provide services for our residents.

In developing this Plan we have taken the opportunity to refresh and restate our values. We produced them with our staff to ensure they support the new vision and culture of our organisation. These five values together form a strong ethos:



We act with
INTEGRITY

We
RESPECT
each other

We
INNOVATE

We
CARE

We
COLLABORATE

ISSUES AND EVIDENCE



GROWING AND AGING

The population of North Somerset is both growing and aging and is projected to continue to do so faster than the national or regional average.

Infographic

The population of North Somerset is expected to rise from 211,500 in 2016 to 251,700 by 2041. This continues a long term trend and would represent an increase of 16%, compared to a projected increase of 12% for England as a whole.

Infographic

The number of children and young people aged under 20 is expected to increase by 12%, but the number of people aged 85 plus is expected to more than double: from 7,000 people in 2016 to 15,000 by 2041. In the period covered by this plan, the number of people aged 85 plus in North Somerset is expected to increase by 10.8%.

This is good news.

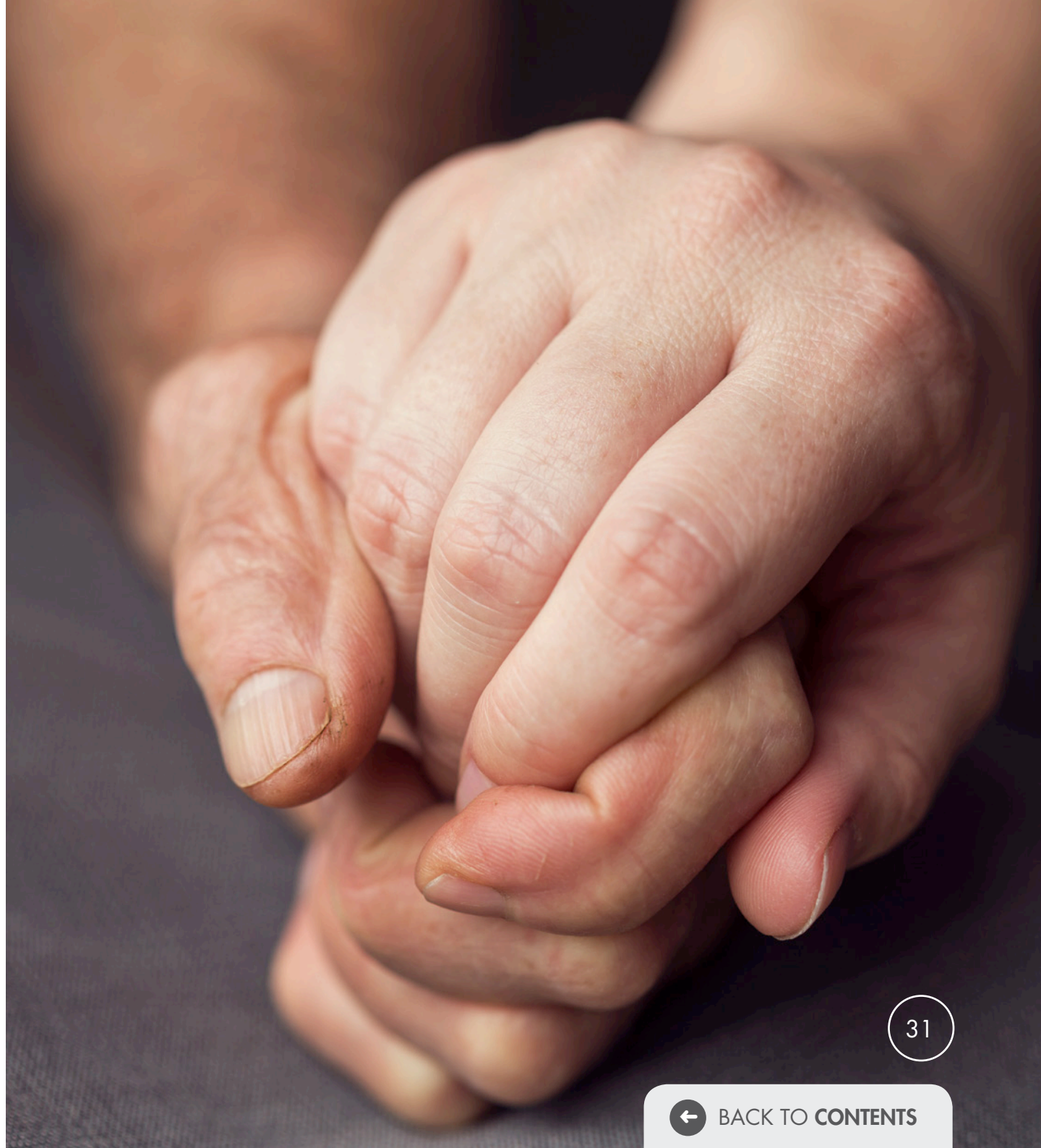
The population is growing because people want to live in North Somerset, and most of us would choose to live longer, so long as we can be in good health. However a bigger population does increase demand for housing and services, and it puts pressure on infrastructure like schools and transport. Healthy lifestyles can keep us independent for longer but once we reach our late eighties we are far more likely to need health or social care services.

SOCIAL CARE

The system for funding adult social care is widely recognised as no longer fit for purpose with a national solution for sustainable funding being essential. Care markets locally and nationally are challenged by rising costs, staff shortages and the ongoing need to maintain quality.

As demand for these services increase in line with an aging population, so does the cost to the council, coinciding with almost a decade of reducing government funding for local authorities.

Infographic





GOVERNMENT FUNDING

There have been a sustained reduction in government grants over the last decade, only partially mitigated by permission to raise more money locally, through Council Tax and other sources.

Infographic

Between 2013/14 and 2019/20, central government grants to North Somerset Council fell from £35 million to just £2 million, a decrease of over 90%. Between 2010/11 and 2017/18, the net 'spending power' of North Somerset Council fell by 23.2% allowing for inflation. In order to meet this pressure, while meeting the needs of a growing population and unavoidable costs e.g. the national minimum wage, the council has made over £100 million in savings since 2010.

Against this background it is unsurprising that there are significant strains on capacity and budgets. Apart from adult social care, some of the biggest pressures are in children's services, particularly placements for looked after children and services for children with special educational needs, including home to school transport. New legal responsibilities in terms of special educational needs together with radical changes in the educational landscape, with more academies and a diminished role for the local authority have added to these pressures.

The government was expected to publish a four-year spending review in 2019, together with proposals for a new approach to funding social care. Instead, only a one year spending settlement was announced. Whilst this provided increases in funding for 220/21, it does not provide a sound basis for long term planning.



HOUSING DEMAND

Demand for housing outstrips supply both nationally and locally. This is partly due to our increasing population but also reflects increasing numbers of households.

Infographic

The number of households in the UK increased by over 1 million between 2011 and 2018, including an additional 347,000 one person households.

There are also significant issues about supply and affordability. Developers understandably do not want to build homes faster than they can sell them.

Infographic

In 2017/18 planning consent had been granted for a total of 8000 homes, but only 863 were completed in the year, of which 155 of which were classed as affordable.

Affordability is a major issue with the average home costing 9 times average earnings in North Somerset compared to a national figure of 7.8 times earnings.

HOMELESSNESS

Recent years have seen an increase in homelessness.

Infographic

Infographic

Nationally, the number of households in temporary accommodation increased from 64,710 in 2015 to 84,740 in 2019, an increase of 31%.

Locally, the increase has been less marked but still significant, with the average number of households in temporary accommodation increasing by 16.9% over the same period. Meanwhile the number of people sleeping rough has visibly increased in many towns and cities.

Annual rough sleeper counts recorded 4,677 people in 2018, more than twice the number in 2010. In North Somerset 11 people were recoded sleeping rough in 2018 compared to 2 in 2010.

This increase is partly due to changes in the benefit system, including restrictions on housing benefit, exacerbated by the wider issues in the housing market. The capacity and availability of mental health, alcohol and substance use services are also issues.

North Somerset Council works in partnership with the three other West of England Unitary authorities, (Bristol, Bath and North East Somerset and South Gloucestershire) to plan for the additional homes, jobs and infrastructure needed for our growing population. Together the authorities developed a draft Joint Spatial Plan to support the preparation of their own local plans. The planning Inspector identified a number of concerns with the Joint Spatial Plan but the council will prepare a new local plan for North Somerset. It is clear that balancing the pressing need for housing, infrastructure and local employment, with the imperatives of tackling climate change and preserving our beautiful natural environment and built heritage presents one of our greatest challenges.





CLIMATE CHANGE

The UK is legally committed under the Paris Climate Agreement to limiting global warming to well below 2°C and if possible to 1.5°C.

The United Nations Intergovernmental Panel on Climate Change has concluded that even warming of 1.5°C will have significant impacts including rising sea levels, increased likelihood of extreme weather events, threats to food and water supply and loss of biodiversity, and that limiting warming to this level requires unprecedented “rapid and far reaching” changes in all aspects of society, including a need to reach ‘net zero’ by around 2050. As a result the UK amended the Climate Change Act to include a binding target of net zero by that date. This will require a combination of dramatic reductions in emissions and removal of carbon from the atmosphere, thorough both natural processes, such as tree planting, and technological solutions which are still being developed.

Infographic

Published data shows an overall downward trend in emissions in North Somerset (a 25% reduction between 2005 and 2016 in local authority influenceable emissions).

This is encouraging but sustaining and accelerating this trend is challenging as most of the early reductions were achieved through the switch away from coal fired power generation, now largely complete. Furthermore these figures do not include emissions from national transport infrastructure such as the airport and the M5 Motorway.

In February 2019, North Somerset Council became one of the first local authorities to declare a climate emergency, recognising that only immediate and urgent action, requiring changes in all our behaviour, will now be sufficient to avoid an increase of more than 2°C.

PROSPERITY

Overall, North Somerset is a prosperous area.

Average earnings are above the national average, and well above the regional average: £579 per week for North Somerset residents, compared to £571 for Great Britain and £538 for the South West. Unemployment, at 3.1% is below the national average.



Life expectancy and healthy life expectancy are above the national average for both men and women. However this positive overall picture masks some key challenges.

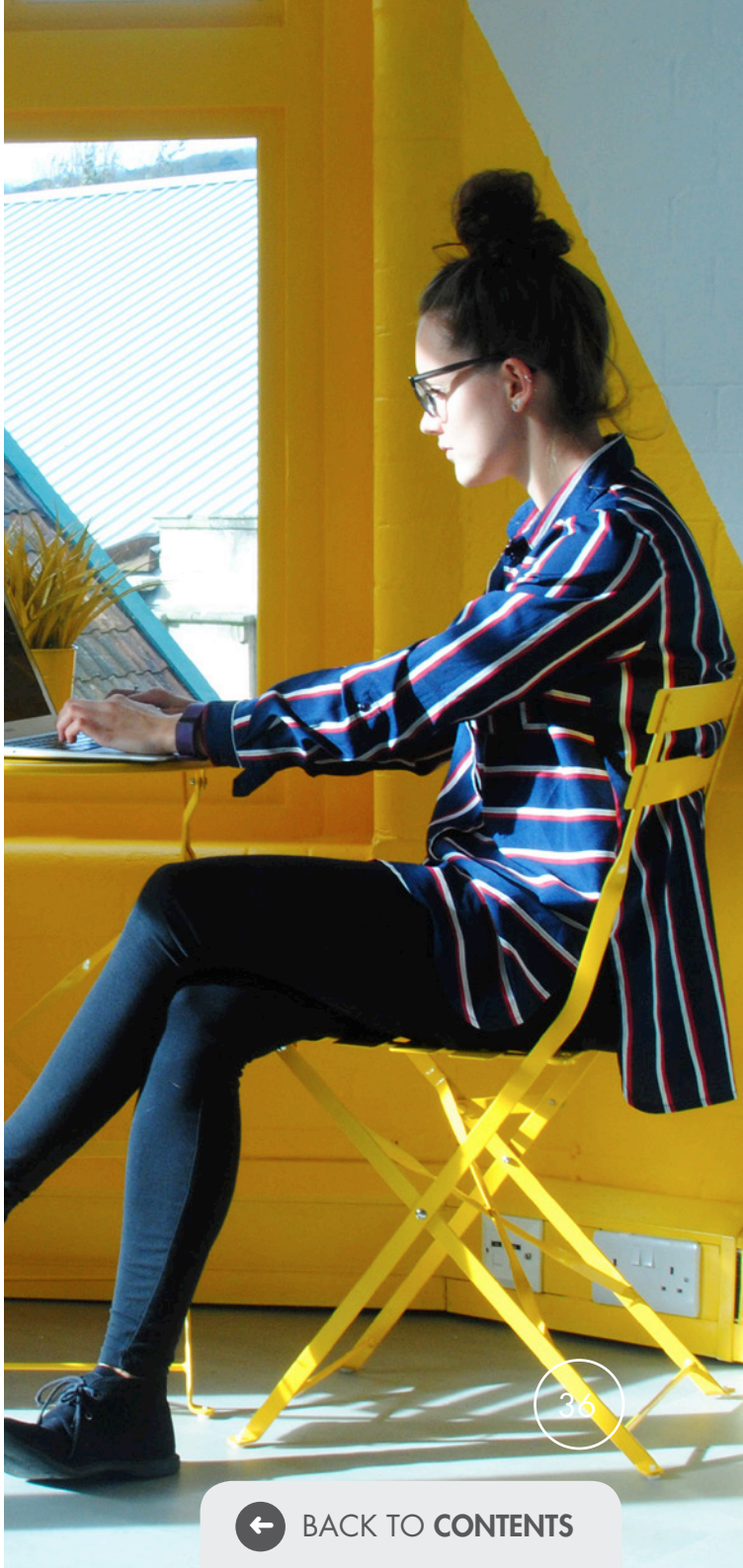
Firstly there is a big difference between the earnings of people who live in North Somerset and those whose jobs are here. This is because many of the better paid jobs are in Bristol, pushing up average earnings, particularly in the north of the area.

Average weekly earnings for residents of North Somerset are £579 compared to £571 for Great Britain and £531 for the South West, but the average earnings of someone who works in North Somerset, (who may or may not be a resident), are just £498.



This reflects the fact that there are fewer high paid jobs in North Somerset and more jobs in relatively low paid sectors, including care and tourism.

Secondly there are significant contrasts between areas and individuals. Average earnings in the North Somerset parliamentary constituency are the highest in the South West of England, (£660) whereas those in the Weston-super-Mare constituency are amongst the lowest (joint 50th out of 55 constituencies at £470).



INEQUALITIES

Similarly there are contrasts in health and wellbeing.

Infographic

Men in the least deprived areas of North Somerset can expect to live on average 9.6 years longer than those in the most deprived areas. For women the figure is 8.8 years and in both cases the gaps are bigger than for England as a whole, reflecting the fact that North Somerset has areas at both extremes in terms of deprivation.

The Index of Multiple Deprivation brings together a range of indicators of deprivation for small geographical areas. The latest iteration, published in October 2019 showed that while North Somerset as a whole was not ranked highly for deprivation, (128 out of 151 local authority areas where 1 is the most deprived), the most deprived small area in North Somerset ranked 156 out of 32,844 areas in England, and the least deprived 32,733. In other words there are areas in both the 1% most deprived and the 1% least deprived in England.

TRANSPORTATION

Transport and connectivity also present challenges. Whilst North Somerset is well connected to the rest of the country and beyond, local transport links and services, particularly in rural areas, or at evenings and weekends are patchy.

The council works closely with public sector partners, voluntary and community organisations, Town and Parish Councils and businesses on behalf of residents. Relationships are generally very good, but the partnership landscape has changed significantly in recent years, with major changes in health and schools. These changes have many positive aspects but they often present a challenge in progressing partnership initiatives.

Whilst it is important to understand the challenges we face it is just as important to recognise the opportunities which will help us to meet them.

North Somerset is well positioned geographically, close to Bristol and with good communications links, including an international airport, the royal Portbury docks, which has the largest entrance lock of any port in the UK, and the M5, linking to the Midlands, the South West and the M4 corridor, and the Severn crossings which are now toll-free. There are six railway stations and direct trains to London Paddington.

We are part of a dynamic West of England regional economy, with total economic activity valued at £33.5 billion (Gross Value added or 'GVA').

In terms of value per head, GVA was £29,352, compared with £27,555 for UK as a whole.

Infographic

North Somerset also benefits from a skilled workforce and some outstanding education providers.

Infographic

The proportion of working age residents qualified to the equivalent of degree level or above (NVQ4) is higher than the national or regional average: 43.1% for North Somerset compared to 39.3% for Great Britain as a whole and 38.7% for the South West. Conversely there are fewer people with no qualifications: 3.9% in North Somerset, compared to 7.8% for Great Britain and 5.3% for the South West.

The area has a high proportion of good or outstanding schools (94% as of 2019), and an outstanding College providing further and higher education.

NATURAL ASSETS

We have wonderful environmental assets, including part of the Mendip Area of Outstanding Natural Beauty, 40 Sites of Special Scientific Interest, and 25 miles of coastline.

The area also has a rich history and important heritage assets including archaeologically important iron-age hillforts, the National Trust properties of Tyntesfield and Clevedon Court and the birth place of world-famous philosopher John Locke. Architectural gems include Clevedon Pier, the only grade 1 listed pier in the country which can be visited, and the magnificent buildings of local architect Hans Price. Historic England have designated a Heritage Action Zone in Weston-Super-Mare, in recognition of the importance and potential of the town's heritage assets.

Infographic

The area hosts an estimated 7.8 million day visit trips and over 500,000 staying visitor trips a year, with a total visitor spend estimated at £328 million a year (2017 data).

Digital technologies are bringing change to every aspect of life at a breath taking speed. Whilst the pace of change is often disconcerting, digital technologies have huge potential to facilitate communication and collaboration, make it easier for citizens and customers to get things done at times which suit them, and for businesses and public services to increase efficiency and provide better data to drive continuous improvement.

It is becoming easier for people to work flexibly from wherever they need to, reducing the need for travel and bringing environmental benefits. Technology enabled care is developing rapidly and offers new ways to deliver care at the right time. For example North Somerset is working with care homes and technology firms to pilot innovative technology to check that residents are properly hydrated, and alert staff to any problems. More residents are becoming confident in using digital technologies, but there is still a need to promote digital inclusion and ensure that other channels remain for people unable to use digital methods.

The transition to a low carbon economy also brings opportunities. Britain is already a leader in some fields, such as wind turbines, and there are many fields in which technology needs to be developed or scaled up, including electric vehicles and carbon capture and storage. There are opportunities in the region including proposed tidal lagoons in Swansea

and Bridgewater bays, exploiting the tidal potential of the Bristol Channel. The most recent ONS survey of the low carbon and renewable energy economy, found that in 2017, businesses active in the sector generated £44.5 billion in turnover and employed an estimated 209,500 full-time equivalent employees. This was an increase of 6.8% and 0.6% respectively when compared with 2016.

The reductions in local authority funding over the decade have been a spur to innovation. Many services have been redesigned and new technology used to mitigate reductions in spend. Our staff have shown tremendous adaptability, resilience, commitment and creativity. There have had to be cuts in services and increases in charges but the extent of these has been much reduced by successful innovation.

Financial challenges are shared by other local authorities and by other public services. There are therefore opportunities for further collaboration and partnership working, such as shared services and shared buildings.

There is also an opportunity to reset the council's relationship with residents and communities, by empowering people to do more for themselves and each other. This requires trust which can only be built through transparency and genuine dialogue.

REFERENCES

- i All demographic data comes from the Office for National Statistics mid-year population projections (2016 based)
- ii National Audit Office
- iii Office for National Statistics
- iv Office for National Statistics
- v Office for National Statistics annual survey of earnings 2018
- vi Office for National Statistics Annual Survey, July 2019- June 2019 data reported in the North Somerset local authority Labour Market Profile on nomisweb.co.uk
- vii 2018 figures rounded to the nearest pound
- viii House of Commons Library statistics
- ix West of England Local Enterprise Partnership, 2017 Data





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