

Supplementary Papers for Cabinet

Date: Wednesday, 22 May 2024



6. **A shared vision for Bournemouth, Christchurch and Poole 2024-28 Strategy and Delivery Plan**

Updated Appendix 1 following feedback from the Overview and Scrutiny Board

3 - 22

Published: 17 May 2024

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A shared vision

for Bournemouth,
Christchurch and Poole

bcpcouncil.gov.uk

2024-28

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Together we will work with renewed energy and focus to deliver our vision for Bournemouth, Christchurch and Poole.



Vikki Slade

Leader of BCP Council

On **As anyone who lives or works in Bournemouth, Christchurch and Poole (BCP) knows, we are fortunate to live in a special place – a unique blend of outstanding natural environment, proud heritage, and diverse, vibrant communities.**

Our residents have a strong sense of pride and belonging to our three towns – one which we equally share. We are driven by our sense of community; of putting residents at the heart of our services and respecting all people.

Our new vision and ambitions for the BCP area are set out in this document alongside how we will achieve them. The strategy explains our priorities for the next four years, and how we plan to deliver services for our residents, businesses and partners.

Like all local authorities, increasing demand for vital services like social care, alongside reduced funding for local government, means that we face ongoing challenges to ensure we can deliver what our residents expect and deserve.

Despite this, we remain hugely ambitious for the communities we serve.

We're proud to be able to present this strategy, setting out our high-level plan of action for the vision and ambitions that we agreed back in

January 2024, following extensive consultation with residents and stakeholders.

Whilst we are operating in a challenging financial and economic backdrop, we know that we are focusing all our resources and efforts on delivering these shared priorities.

We will retain our focus on delivering high quality services that make life better for our residents. We will put the most vulnerable in our society first and protect the core services they rely on. We will work to maximise opportunities for all to lead a fulfilled life and support our communities to be vibrant places, with a thriving economy in a healthy, natural environment.

Together with our partners, communities, businesses and other organisations, we will work with renewed energy and focus to deliver our vision for Bournemouth, Christchurch and Poole – **a place where people, nature, coast and towns come together in sustainable, safe and healthy communities.**



Graham Farrant

Chief Executive

BCP Council has developed a clear vision to be a modern, forward-thinking council that is ambitious for the communities and towns of Bournemouth, Christchurch and Poole.

Our transformation programme has given us the opportunity to design our organisation to meet the future needs of our residents, business, and partners.

We are committed to being a transparent, inclusive and open council based on our priorities that we will:

- put people at the heart of what we do.
- be open, transparent and accountable.
- seek, listen to, and act on feedback.
- work with partners to make the most of all our strengths.

Creating the right culture for our council is essential to the successful delivery of this plan. We will continue to create further efficiencies, maximise opportunities and drive improvements through new ways of working, focusing on the things that make the most difference to the lives and livelihoods of our residents and businesses.

I am proud of the progress that we have made so far, and while the landscape of local government finance is more challenging than ever, there are also exciting opportunities ahead.

We are in a stronger financial position with a balanced budget forecast for the next four years. We can look forward with confidence – continuing with our transformation and redesigning services to meet the needs of our residents, working with our partners and our communities.





Our vision

Where people, nature,
coast and towns come
together in sustainable,
safe and healthy
communities

Introduction

People are at the centre of our vision and ambitions and we recognise that the area's unique geography, natural environment, diverse communities and regeneration aspirations are important parts of creating a thriving place where everyone can reach their full potential.

This strategy is our plan of action focusing in on what we need to do to deliver our ambitions and monitor progress.

It provides a single set of key priorities for the whole council and sets the scene for working with our partners.

Having a clear vision and set of ambitions ensures we are purpose-led and not task-led, giving a focus for delivery. This strategy sets the direction for all our policy and strategy development, service planning, budget setting and service delivery.

Our priorities are:

Our place and environment

Vibrant places, where people and nature flourish, with a thriving economy in a healthy, natural environment

Our people and communities

Everyone leads a fulfilled life, maximising opportunity for all

These priorities are underpinned by our approach, to be open, transparent and accountable, putting our people at the heart of our services, with a set of clear guiding principles by which we will work.

In setting our vision, ambitions, and plan of action, we have ensured the themes of sustainability, inclusion and equality and diversity run through all that we do.

We have mapped our priorities to the UN Sustainable Development Goals, a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all.

We have also aligned with the Purpose Goals, a leading UK-based framework for organisations to articulate their purpose and the social impact they are seeking to achieve.

Where people, nature, coast and towns come together in sustainable, safe and healthy communities

Our place and environment

Vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment

Our people and communities

Everyone leads a fulfilled life, maximising opportunity for all

We are an open, transparent and accountable council, putting our people at the heart of our services

Our vision and ambitions

- People and places are connected by sustainable and modern infrastructure
- Our communities have pride in our streets, neighbourhoods and public spaces
- Our inclusive, vibrant and sustainable economy supports our communities to thrive
- Revitalised high streets and regenerated key sites create new opportunities
- Our green spaces flourish and support the wellbeing of both people and nature
- Climate change is tackled through sustainable policies and practice

- Working together, everyone feels safe and secure
- High quality of life for all, where people can be active, healthy and independent
- Those who need support receive it when and where they need it
- Good quality homes are accessible, sustainable and affordable for all
- Employment is available for everyone and helps create value in our communities
- Skills are continually developed, and people can access lifelong learning
- Local communities shape the services that matter to them

- Using data, insights and feedback to shape services and solutions
- Intervening as early as possible to improve outcomes
- Working closely with partners, removing barriers and empowering others
- Providing accessible and inclusive services, showing care in our approach
- Developing a passionate, proud, valued and diverse workforce
- Creating an environment for innovation, learning and leadership
- Using our resources sustainably to support our ambitions

Our recent successes

In this document we outline the key things we are going to focus on for our residents, businesses and communities over the next few years. Below we have set out just some of the achievements of the last year in 2023-2024.



Achieved a **balanced budget** for the next four years



Set up **Bournemouth Partnership Action Group** to improve the town centre



Increased access to **free public WiFi** from Bournemouth seafront to Boscombe



Two Riversmeet named **Community Leisure Centre of the Year**



Constructed **new pedestrian and cycling bridges** at Glenferness Avenue, Bournemouth



Increased active travel: over **213,000 users** have hopped on a Beryl bike, e-bike and e-scooter covering a distance of 6,400,000 km – **160 times around the world!**



Opened new **floodlit 3G football pitch** at Rossmore Leisure Centre



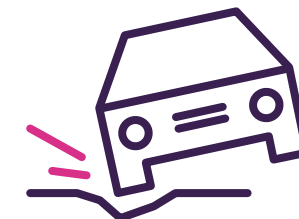
Won 2023 Municipal Journal Award for the **UK's Best Transport Decarbonisation Project** for Beryl Bike scheme



Chosen as **one of six flagship locations** for Homewards, the Royal Foundation's programme which aims to end homelessness



Application approved to join the World Health Organisation's Global Network for **Age Friendly Communities**



Attended **8,746** locations to fix highway safety defects including potholes, signs, drains and road markings



Diverted **over 88% of all waste** from households to be re-used, recycled and recovered



Supported our residents through the cost of living crisis, with **97,000** hits to our dedicated cost of living web hub and issued supermarket vouchers during school holidays to over **12,000** children



Maintained **'good' CQC rating** for our supported living service in 2023



Housed **70** people under the Single Homelessness Accommodation Programme

Our place and environment

Vibrant places where
people and nature flourish,
with a thriving economy
in a healthy, natural
environment.

Our place and environment

Ambitions

People and places are connected by sustainable
and modern infrastructure

Our communities have pride in our streets,
neighbourhoods and public spaces

Our inclusive, vibrant and sustainable economy
supports our communities to thrive

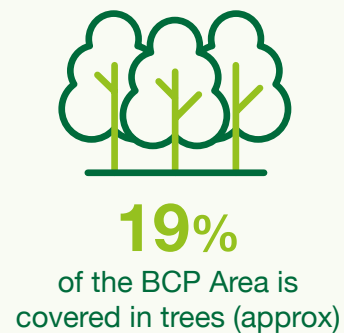
Revitalised high streets and regenerated key sites
create new opportunities

Climate change is tackled through sustainable
policies and practice

Our green spaces flourish and support the wellbeing
of both people and nature



Nature



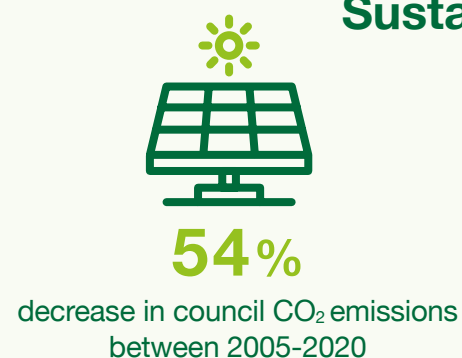
Coast



Towns



Sustainability



Focus areas

People and places are connected by sustainable and modern infrastructure

Provide a safe, accessible, sustainable and convenient transport network that meets the needs of all residents.

Improve digital connectivity for residents and businesses.

Our communities have pride in our streets, neighbourhoods and public spaces

Improve the accessibility and appeal of our beaches, parks and public spaces.

Improve the cleanliness of our towns.

Preserve and enhance our local heritage.

Reduce street-based antisocial behaviour (ASB).

Our inclusive, vibrant and sustainable economy supports our communities to thrive

Encourage and increase local and sustainability-minded businesses.

Support local areas to thrive by enabling community-led activities and events across the BCP area.

Revitalised high streets and regenerated key sites create new opportunities

Create vibrant and appealing high streets for shopping, leisure and community and cultural activities.

Explore options for regenerating key sites, creating opportunities for the local area.

Climate change is tackled through sustainable policies and practice

Deliver a carbon neutral council by 2030, area wide by 2045.

De-centralise energy networks by 2028, locating energy production closer to energy demand in our homes and buildings.

Increase the amount of renewable electricity generated across the BCP area.

Mitigate effects of climate change on key sites.

Ensure the BCP area has sufficient fit-for-purpose waste infrastructure to manage all the waste it produces.

Tackle the effects of climate change with our partners.

Our green spaces flourish and support the wellbeing of both people and nature

Develop greenspaces to improve the accessibility and quality of play.

Improve biodiversity across Bournemouth, Christchurch and Poole.

Create a pipeline of greenspace and 'urban greening' improvements to improve biodiversity.

Engage and work with partner organisations to support the quality and care of our greenspaces.





Measures of progress

- Increase the percentage of residents who are satisfied with their local area as a place to live
- Increase the number of businesses in the BCP area
- Increase footfall across our three Town Centres
- Increase the percentage of physically active adults, children and young people
- Reduce the tonnes of greenhouse gas emissions from our vehicles and buildings
- Increase the total number of sustainable passenger trips in the BCP area per year
- Increase the number of publicly available Electric Vehicle (EV) charge points
- Increase the percentage of waste diverted from landfill
- Increase residents' satisfaction with street cleaning
- Increase the number of Fixed Penalty Notices served for fly tipping and littering offences
- Increase the percentage of planning applications determined on time

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.

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People make the place,
and at BCP Council we
put residents, staff, visitors,
and businesses at the
heart of what
we do.



Our people and communities

Everyone leads
a fulfilled life,
maximising
opportunity
for all.

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Our people and communities

Ambitions

High quality of life for all, where people can be active,
healthy and independent

Working together, everyone feels safe and secure

Those who need support receive it when and where they
need it

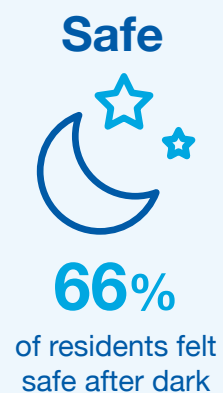
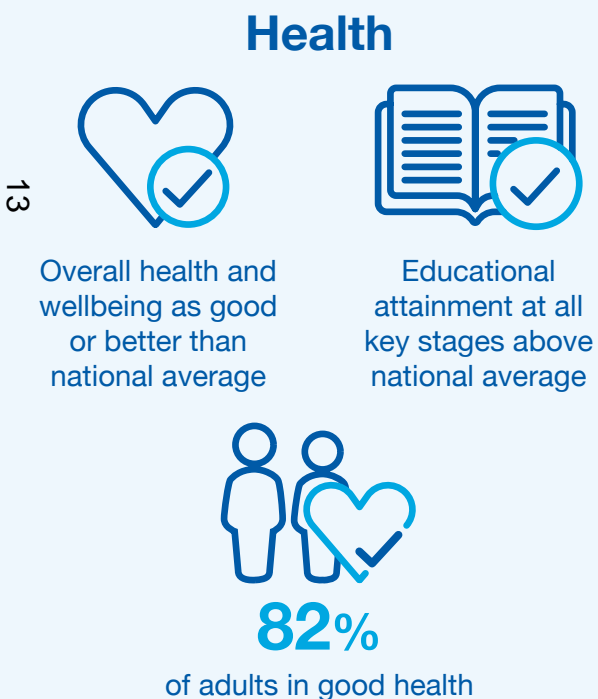
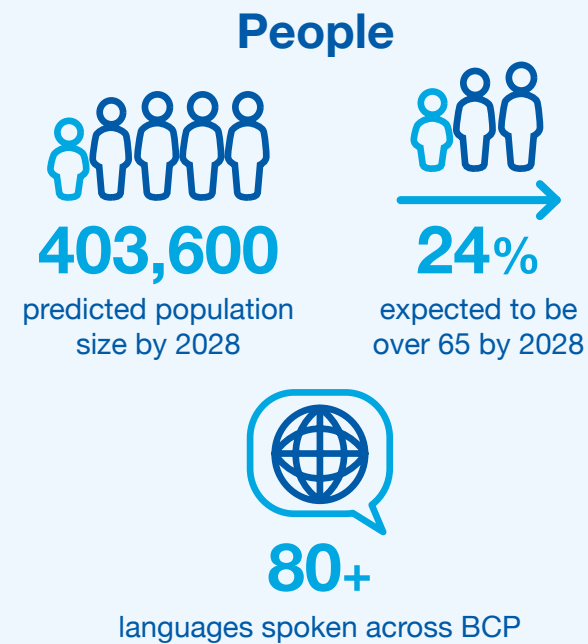
Good quality homes are accessible, sustainable and
affordable for all

Local communities shape the services that matter to them

Employment is available for everyone and helps create
value in our communities

Skills are continually developed, and people can access
lifelong learning






Focus areas

High quality of life for all, where people can be active, healthy and independent

Support people to live independent, fulfilled lives, staying healthier for longer.

Work with partners to improve residents' shealth and wellbeing outcomes and reduce health inequalities.

Increase physical activity in communities through access to leisure centres, parks and encouraging active travel.

Working together, everyone feels safe and secure

Reduce and tackle incidents of serious violence and domestic abuse.

Work with communities to improve neighbourhood safety.

Keep young people and adults at risk of harm safe from exploitation, including online risks.

Those who need support receive it when and where they need it

Right support at the right time for children and families.

All children and young people have the best opportunities in life and are supported to flourish and grow.

Enhance social care and support arrangements, increasing understanding and reducing inequalities for those receiving care.

Ensure people impacted by homelessness receive the help they need to access a settled home.

Recognise the valuable contribution that carers make to our communities and support their wellbeing.

Continue to work with partners as part of the Access to Food Partnership enabling people to feed themselves and their family nutritious food, all of the time.

Ensure households are supported with information to help with the cost of living situation.

Supporting care experienced young people to transition into adulthood.

Good quality homes are accessible, sustainable and affordable for all

Continue working with partners to end homelessness in BCP by ensuring everyone has a safe place they can call home.

Enhance the support available to those in temporary accommodation.

Continue improving our planning service so it delivers meaningful outcomes for the local area.

More high quality, affordable and sustainable homes to meet residents' needs.

Ensure our 10,000 council homes are of good quality, well managed and our service is resident-led.



Local communities shape the services that matter to them

Use engagement, consultation, co-production and lived experience to help inform the decisions we make.

Develop a council-wide approach to empowering communities to do more for themselves and develop solutions around the things that matter to them.

Employment is available for everyone and helps create value in our communities

Encourage local job creation through links with universities, Bournemouth and Poole College, schools and businesses.

Skills are continually developed, and people can access lifelong learning

All children and young people have access to education, skills and employment opportunities.

Work with families and schools to reduce exclusion.

Develop more opportunities and rewards for inclusive volunteering.

Provide lifelong learning opportunities for people to gain rewarding employment.





Measures of progress

- Increase the percentage of residents who have good life satisfaction
- Increase the percentage of residents who feel safe in their local area
- Reduce the number of children who are missing out on education and excluded from school
- Reduce the attainment gap and improve learning outcomes for vulnerable children and young people at all key stages
- Increase the number of people with a learning or mental health disability living independently
- Increase the uptake of supported employment for those with learning or mental health disabilities
- Increase the number of registrations from people in the most deprived areas accessing health and wellbeing support (LiveWell Dorset)
- Increase the percentage of Education Health Care Plans issued within 20 weeks
- Increase the percentage of adult social care users and carers who are satisfied with the care and support they receive
- Reduce the number of people rough sleeping
- Increase the number of both completed new affordable homes and social rented homes
- Reduce levels of serious violent crime
- Reduce levels of Anti-Social Behaviour, increase enforcement outcomes relating to street-based ASB
- Increase the number of individuals entering drug treatment
- Reduce the number of homeless households in bed and breakfast
- Increase the percentage of residents who feel they can influence decisions affecting their local area
- Increase the percentage of residents who have engaged in civic participation in the last 12 months
- Increase the number of jobs created or safeguarded through Government or other external funding

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.



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Creating a safe and healthier place, where residents and visitors feel safe and welcome.

Our approach

We are open, transparent and accountable, putting our people at the heart of our services.



Our approach

Principles for how we work

Working closely with partners, removing barriers and empowering others

Providing accessible and inclusive services, showing care in our approach

Using data, insights and feedback to shape services and solutions

Intervening as early as possible to improve outcomes

Developing a passionate, proud, valued and diverse workforce

Creating an environment for innovation, learning and leadership

Using our resources sustainably to support our ambitions

Our values

 We treat everyone with **respect**

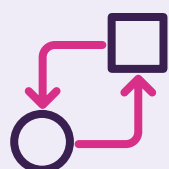
 We are **passionate** about our communities

 We have **integrity**

 We embrace **innovation**

 We take **pride** in what we do

Our council



£54m

in transformation
savings delivered as
of March 2025



76

Councillors
representing
33 wards



5,000+

staff



63%

of staff are female



Focus areas

Working closely with partners, removing barriers and empowering others

Exploring options of a governance model that allows communities to make local decisions and take action.

Implement a model of successful and productive partnerships to deliver shared objectives.

Work in partnership with businesses to generate funds to promote the local area as a destination and encourage tourism.

Work with the Local Government Association (LGA) and other industry partners to set out our key asks to Government.

Providing accessible and inclusive services, showing care in our approach

Provide accessible and inclusive services, putting people at the heart of what we do.

Improve the customer journey so enquiries can be resolved quickly and satisfactorily.



Using data, insights and feedback to shape services and solutions

Put in place systems to create services with improved reporting and response rates.

Continue transforming our services to make improvements and deliver efficiencies.

Intervening as early as possible to improve outcomes

Develop strategies and actions that improve access to early support.

Act early to provide resettlement support and prevent homelessness.

Continue developing a more flexible and responsive approach for children, young people and families who need support.

Developing a passionate, proud, valued and diverse workforce

Be competitive in our total rewards offer with an equitable and harmonised pay structure and set of terms of conditions.

Foster an inclusive work culture where people can be themselves at work, feel included and have a sense of belonging.

Build a reputation for excellence and innovation and take a long-term approach to recruit people with the skills, attitudes, and knowledge we need now and in the future.

Be fair and consistent in how we recognise, value and celebrate success, ensuring that our values and behaviours are of equal importance to skills and experience.

Creating an environment for innovation, learning and leadership

Have an improved and recognised governance structure in place fit for a modern local democracy.

Create a high performance culture that encourages effective and inspiring leaders.

Lobby and influence as innovative sector leaders to advance and improve services.

Using our resources sustainably to support our ambitions

Take tough decisions to ensure the council has a sustainable financial future.

Deliver sufficient asset disposals to finance our transformation investment programme 2024/25.

Implement the dedicated schools grant management plan to ensure high needs expenditure projections are in line with the delivery plan submitted to Government.





Measures of progress

- Increase satisfaction with the way we run things
- Increase levels of trust in the council
- Increase the percentage of residents who think we provide value for money
- Increase the proportion of people who use care services who find it easy to find information about services
- Increase the number of successful candidates from underrepresented groups for council jobs
- Increase the levels of employee engagement
- Increase the number of assets transferred to communities
- Increase the percentage of successful grant applications
- Increase the percentage of equality monitoring data collected from staff
- Increase customer interactions via our digital platforms
- Reduce the number of upheld Ombudsman complaints per 10,000 of the population
- Increase the percentage of business rates collected
- Increase the percentage of council tax collected
- Increase the percentage of staff who feel they are valued for the work they do and feel proud to work for the council

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.

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We are working to transform our organisation into a modern, accessible, and accountable council for our colleagues and customers.



What we're focusing on over the next two years

2024-25

2025-26

Delivery the Public Electric Vehicle Infrastructure Strategy (PEVIS)

Present a refreshed Housing Strategy and delivery plan

Review and agree the Seafront Strategy

Deliver the Arts by the Sea Festival

Have a new 15-year Local Plan in place

Publish the guide for urban greening

Develop approach to integrated neighbourhood teams, working with health partners and communities

Develop an Anti-Social Behaviour (ASB) Strategy

Implement Simpler Recycling legislation, including new food waste collections

Deliver the Serious Violence Strategy

Develop a 30 year plan for the management and maintenance of our housing stock

Complete the Levelling Up Funding project for BCP Coastal Communities Infrastructure

Deliver a new enforcement model to protect our streets and open spaces

With partners, develop and implement the Exploitation Strategic Action Plan

Support 20 businesses to develop and implement a decarbonisation plan

Develop a strategic action plan in partnership with the Safeguarding Adults Board, Safeguarding Children's Partnership and Community Safety Partners

Launch a new Adult Social Care Strategy

Deliver the Preventing Domestic Abuse Strategy and develop a new strategy

Develop a private sector housing strategy

Create a new model for Public Health in BCP Council to deliver better health outcomes

Delivery a finalised Residents Card offer

Adopt Local Transport Plan

Deliver harmonised Pay and Reward

These are just a handful of some of our key activities over the next two years. Whilst we have set out our delivery plan for the next four years, we are focused on our immediate actions during the first two years. This period will help us to prepare for our longer-term goals and provide us with the stability required to create a thriving place where everyone can reach their full potential.

- Our people and communities
- Our place and environment
- Our approach



National Frameworks

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDG's) are a framework for the major global challenges of economic, environmental, and social sustainability. Every country in the world has agreed to deliver these goals by 2030. They are a set of 17 interconnected goals with 169 targets beneath them. Every priority within this strategy contributes to achieving the SDG's.



The table below shows our key priorities mapped to the corresponding SDGs and Purpose Goals. This demonstrates how the

principles of sustainability, social mobility and equality of opportunity runs through everything we do.

Priority	SDGs	Purpose Goals
Our Place and Environment	6 7 8 9 10 11 12 13 14 15 17	9 10 11 12 13 14
Our People and Communities	1 2 3 4 5 8 10 11 16 17	1 2 3 4 5 6 7 8 14
Our approach	3 5 8 9 10 16 17	4 5 6 7 8 9 14

UK100 Network

Our council leaders have taken further steps to combat the effects of climate change, by signing up to the UK100 Network. This is a network of ambitious local leaders who have pledged to lead a rapid transition to Net Zero, with clean air in their communities ahead of the UK's legal target.

emergency and committed to make BCP Council carbon neutral by 2030.

Being part of UK100 helps us to reach our climate goals as we can draw on the experiences of other councils to help us deliver better outcomes for our residents.

This pledge aligns with our commitments made in 2019 when we declared a climate and ecological



Purpose Goals

The Purpose Goals offer a way to address key obstacles to opportunities in the UK. The Purpose Coalition developed the 14 goals, which target different social and economic challenges, from early childhood development to workplace inclusivity and health and wellbeing. They share common ground with the UN Sustainable Development Goals and help the council to pursue social mobility.



They align with the UN Sustainable Development Goals and support our efforts to advance social mobility. Every priority within this strategy contributes to achieving these goals.

How we operate as a council

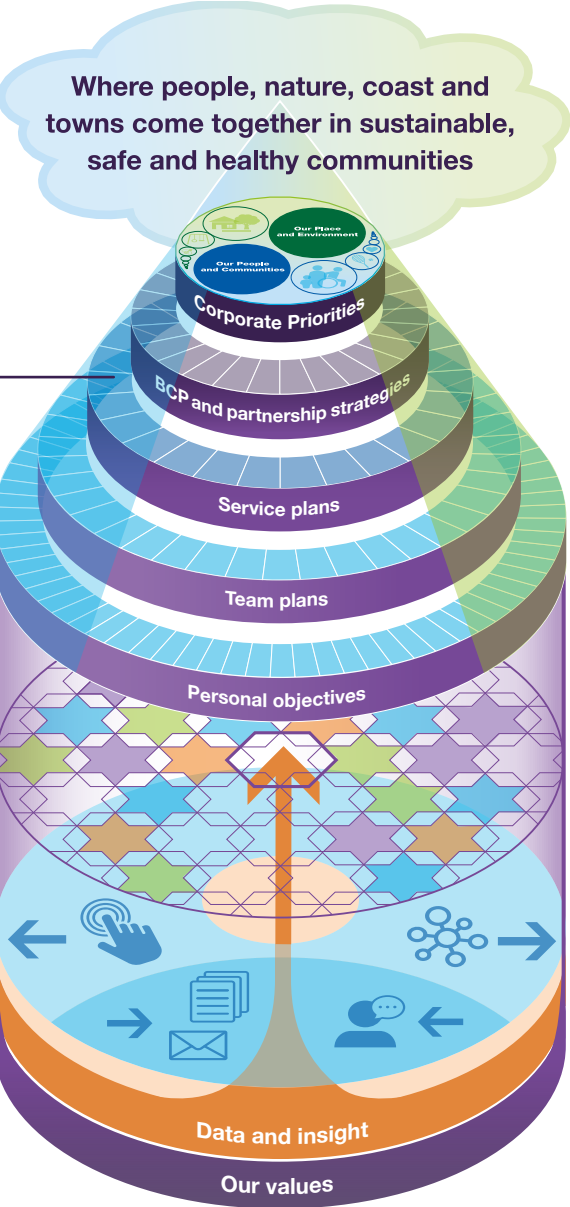
Our operating model shows how we work as an organisation to deliver services to our communities. It ensures all council activities are led by the shared vision and priorities, underpinned by core values for the way in which we do things – essential foundations for being open, transparent and accountable, putting our people at the heart of our services.

At the heart of our operating model are centres of expertise, driven by data and insight, best practice and shared knowledge to improve the quality of services across the council.

We will continue moving towards digital and automated processes to deliver efficiencies

and improved access to our digital services, whilst keeping a focus on more personalised approaches where digital does not work.

We will continue to learn from best practice, ensuring our policies and operating frameworks are aligned to national drivers and our services are positioned to achieve our shared vision.



How we work

Centres of expertise

Towards digital and automated

Driven by data and insight



Key strategies

Some of the key strategies linked to this shared vision for Bournemouth, Christchurch and Poole.

Adult Social Care Strategy

BCP Housing Strategy

BCP Local Plan

Community Safety Partnership Strategy

Economic Development Strategy

Green Infrastructure Strategy

People and Culture Strategy

Working better together – Integrated Care Partnership Strategy

All council strategies, plans and policies can be found **here**.

Appendix

Find more details on this strategy **here**.

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