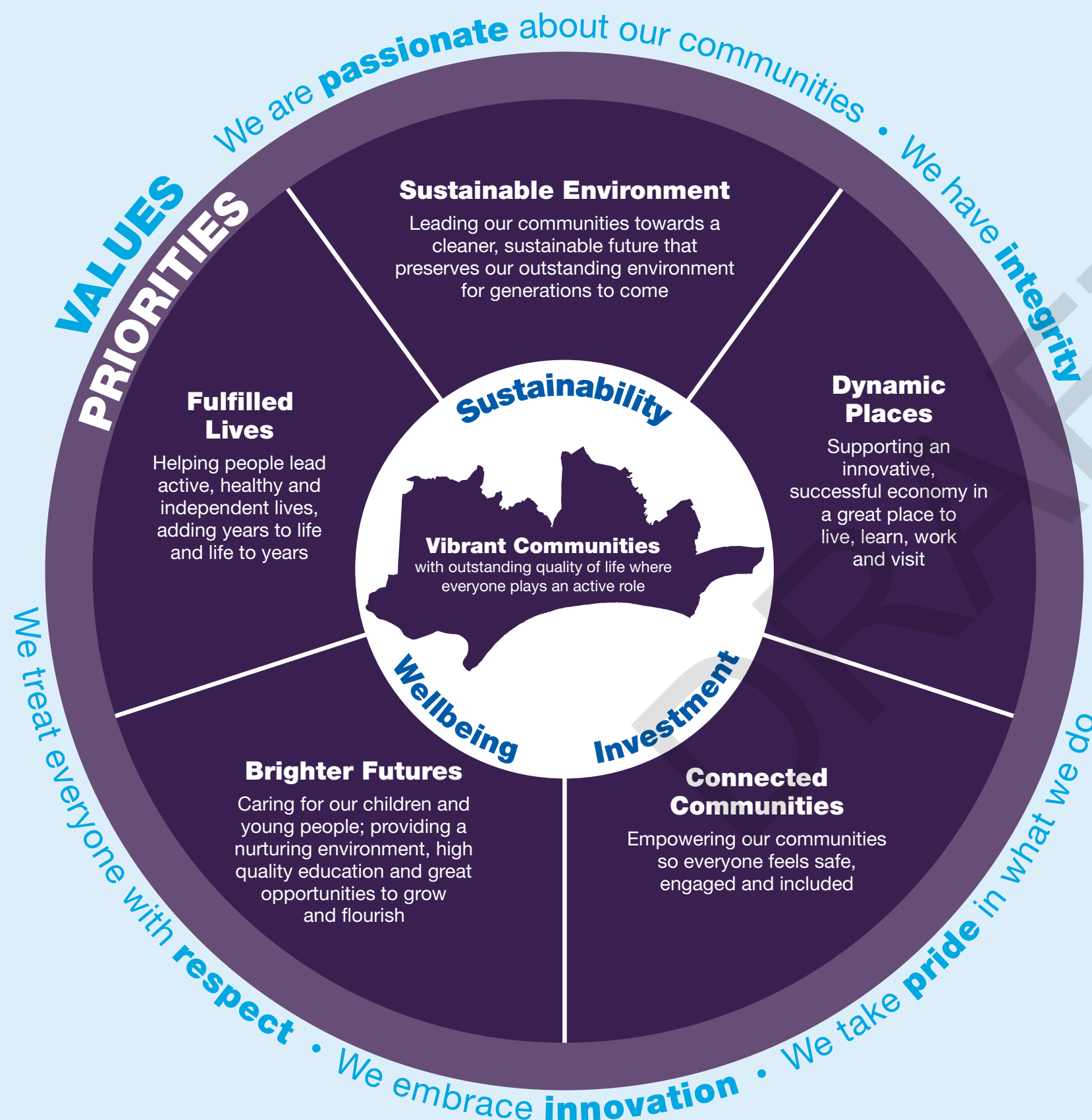


# BCP Council's Corporate Strategy



We are a **modern, accessible** and **accountable** council committed to providing effective community leadership

## ► Our Objectives are to...

## Sustainable Environment

- ensure sustainability underpins all of our policies
- protect and enhance our outstanding natural environment
- develop an eco-friendly and active transport network
- tackle the climate and ecological emergency
- promote sustainable resource management
- maximise access to our high quality parks and open spaces

## Dynamic Places

- revitalise and reinvent our high streets and local centres
- invest in the homes our communities need
- create a sustainable, vibrant and inclusive economy
- increase productivity through skills investment
- develop sustainable infrastructure
- support our businesses to operate more creatively
- create a 21<sup>st</sup> century digital infrastructure

## Connected Communities

- strengthen the cultural identity of our towns and places
- respect and engage with our diverse communities
- encourage intergenerational interactions
- reduce loneliness and isolation
- ensure our communities feel safe
- empower a thriving voluntary and community sector

## Brighter Futures

- enable access to high quality education
- be aspirational for our children in care
- support parents and guardians to care for their children well
- prevent harm through early intervention

## Fulfilled Lives

- support people to live safe and independent lives
- promote happy, active and healthy lifestyles
- develop age-friendly communities
- value and support carers
- enable people to live well through quality social care
- tackle homelessness and prevent rough sleeping
- promote lifelong learning for all

## Introduction

### from the Leader and the Chief Executive

Welcome to the first Corporate Strategy for BCP Council.

The strategy sets out BCP Council's vision, mission, ambition and priorities, and the values which underpin the way BCP Council develops and delivers its services.

The priorities are supported by clear delivery plans which explain the current and future activity under each individual objective, and how we will monitor and measure success.

Several actions and objectives are shared with partners in the public, private and third sector and are also included in partnership strategies and plans.

This strategy is the beginning of a golden thread linking service, team and personal performance to BCP Council's objectives. It is the key component that will lead the council's corporate approach to personal and performance management.

The Corporate Strategy will influence the allocation and distribution of resources, ensuring that the organisation commits its limited resources to support priorities and objectives.



**Leader**  
Councillor Vikki Slade



**Chief Executive**  
Graham Farrant

## BCP Council

BCP Council is the 12<sup>th</sup> largest unitary council in the country, currently serving a population of almost 400,000 which is expected to grow rapidly. With this comes increased demand for council services against a backdrop of unprecedented challenges that has seen core funding for local services continue to decline.

The creation of BCP Council has proven to be the most complex local government reorganisation the country has seen in 45 years. Good progress has been made in harmonising the delivery of services provided by the preceding councils. In 2020 we will continue to implement the new organisation design programme.

The programme will identify and deliver efficiencies to improve the experience of service users, protect vital frontline services and meet the requirements of BCP Council's Medium-Term Financial Plan.

## The People and the Place

BCP Council is set in an outstanding natural environment and serves a large and diverse resident population.

The outstanding natural environment is part of what makes Bournemouth, Christchurch and Poole such an attractive place to live, work and visit, attracting more than 15 million visitors each year. The area has a rich heritage that BCP Council wants to continue to celebrate and preserve.

In July 2019 BCP Council passed a motion to formally declare a 'climate and ecological emergency'. We are committed to ensuring that sustainability runs through everything BCP Council does.

The Corporate Strategy and its supporting performance management framework will align to the United Nations Sustainable Development Goals. These goals are a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all. BCP Council, like many other organisations, will adopt the 17 goals to measure progress and demonstrate our contribution towards long-term sustainability both locally and globally.

The delivery plans include several actions and activities to address poverty and other deprivations whilst implementing strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests and enhance our local environment.

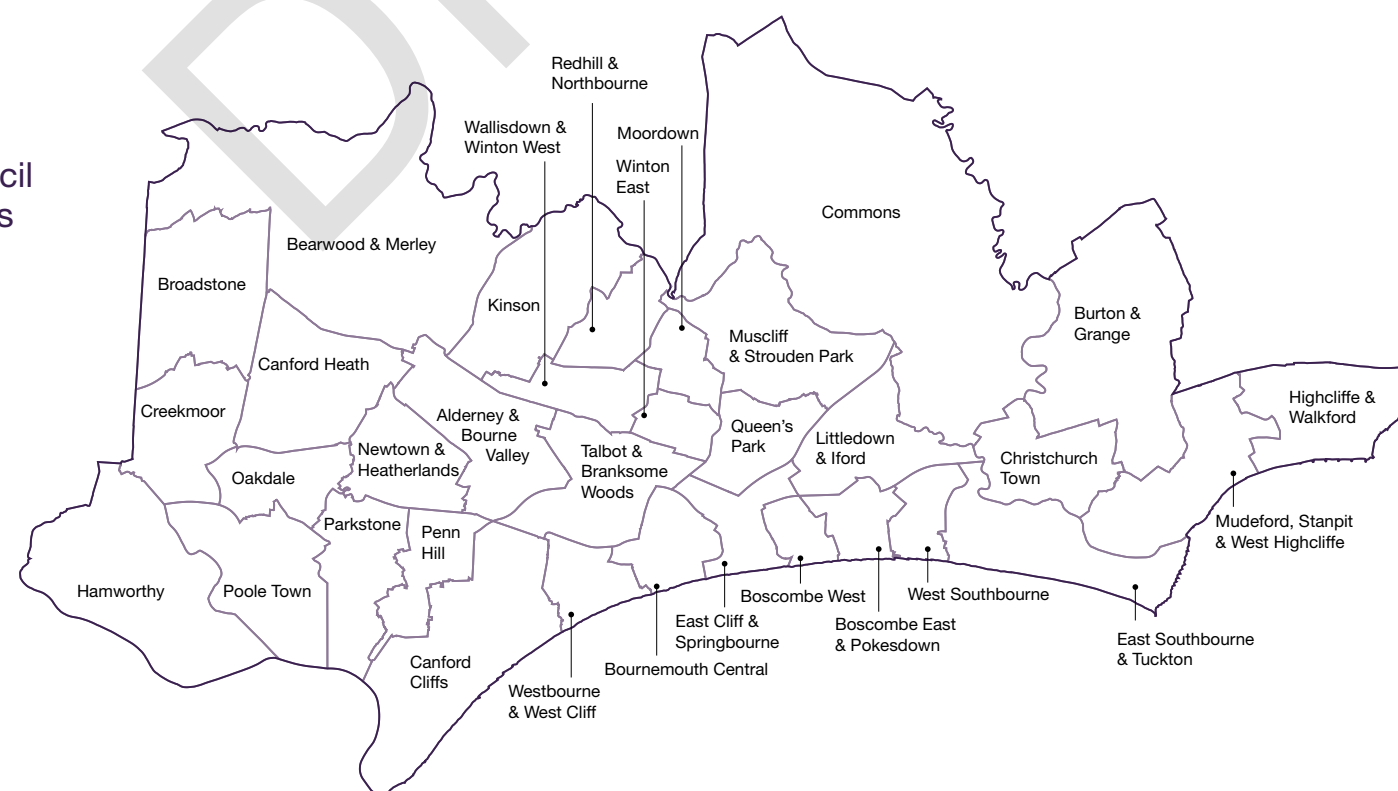
Overall health and wellbeing across the area are as good as or better than the national average and levels of life satisfaction are also good. However, there are areas of contrast which include some of the most affluent and deprived areas in the country.

Although unemployment levels across the conurbation are lower than national levels, local people and businesses face many challenges including a shortage of affordable housing and the need for higher levels of education and skills.

The cost of housing has increased significantly over recent years and demand for affordable homes has increased. Homelessness is an issue affecting the whole country and the BCP Council area is no exception.

Reducing traffic congestion is a priority for residents and identifying sustainable transport alternatives is a key driver for the BCP Council.

### BCP Council Wards



BCP Council recognises that culture is an integral part of our lives, contributing to learning, health and wellbeing, economic and social regeneration, place making and community cohesion.

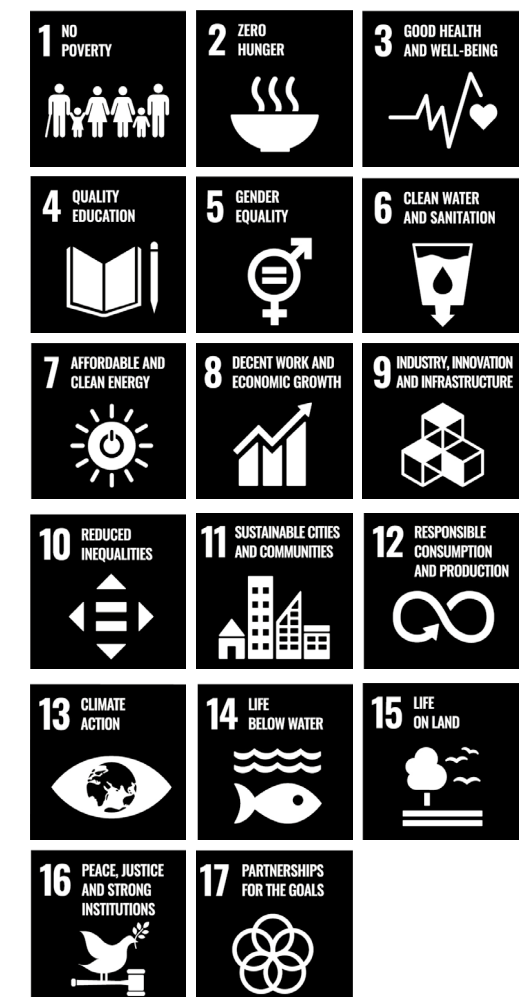
BCP Council also recognises that the profile of our communities is changing and we have committed to connecting and empowering communities so that everyone feels safe, engaged and included.

We have a higher proportion of older residents and a smaller proportion of younger residents compared to the rest of the country. We serve an increasingly diverse population.

BCP Council wants to ensure fairness to everyone through the planning and delivery of services. This is demonstrated by the equality and diversity commitments contained within the strategy. Progress with delivery of the commitments will be monitored by the BCP Council's Strategic Equality Leadership Group.

You can find more information about the key facts that BCP Council and its partners have used to plan current and future service delivery [here](#).

## SUSTAINABLE DEVELOPMENT GOALS





# The journey so far .....

## Sustainable Environment

While both respecting and protecting the local area’s best natural features including the coast, internationally designated environments and Green Belt we will rise to the challenge of meeting identified needs for new homes, jobs, infrastructure and other supporting services within the Bournemouth, Christchurch and Poole area. This will be balanced with BCP Council’s commitment to reduce the impact of climate change and become a carbon neutral council by 2030.

**We have:**

- declared a climate and ecological emergency and developed a strategic response, with a draft action plan
- been awarded Future Parks Accelerator funding (one of eight city areas in the UK) which we will use to develop innovative funding and management solutions to improve our parks and open spaces
- introduced the Beryl bikes-share scheme and offset over 15,000kg of CO<sub>2</sub>
- switched all BCP Council buildings to 100% electricity from renewable sources
- delivered charging points at BCP Council depots to enable a green fleet using funding from Government Office for Low Emissions
- secured £2.4m to set up the Durley Chine Environmental Innovation Hub
- received £400k from the Coastal Communities Fund for seafront development
- achieved recycling rates over 50%
- invested in improving parks and green spaces, including Alexandra Park and Hamworthy Park
- proactively managed 855 hectares of Sites of Special Scientific Interest (SSSI), including sensitive heathlands, to preserve and enhance biodiversity whilst improving public understanding and engagement with these habitats
- delivered sustainable transport enhancements, including the Dunyeats Road scheme providing safer walking and cycling routes to two schools

## Dynamic Places

We want to create a world-class environment, with strong employment prospects and provide access to outstanding culture and tourism across the BCP Council area. We aspire to be the premier destination on the south coast for residents, learners, employees and visitors.

**We have:**

- started development of a BCP Council Local Plan
- won £220k of Business, Energy and Industrial Strategy funding to deliver a cyber security trial
- facilitated £5m additional funding to support business growth
- supported three major companies with relocation and growth, safeguarding 400 jobs and creating approximately 300 new jobs
- commenced the Smart Ports project which will introduce new technologies around the port addressing matters such as air and water quality
- delivered the Port of Poole Growth Deal Programme in partnership with the [Dorset Local Enterprise Partnership](#)
- delivered a business programme attracting over 400 companies to the Poole Maritime Festival
- helped over 60 unemployed people into jobs with engineering and manufacturing companies through New Directions
- received grant funding for an employability skills programme delivered through the Library Service and Skills & Learning
- agreed an outline business case for accessing the government’s Transforming Cities Fund
- approved a new Housing Delivery Test Action Plan to help increase overall housing supply across all tenures
- secured £4.3m Homes England funding to bring forward housing developments at Turlin Moor and Princess Road
- continued to build new affordable housing schemes for those in need

## Connected Communities

We want to work with our richly diverse communities and empower people from different backgrounds, cultures and beliefs to create a place where all local communities can connect and thrive, including student residents from the three local universities.

**We have:**

- adopted a Statement of Community Involvement to set out how BCP Council will engage on planning matters
- developed extensive consultation plans on community engagement principles which will inform the Community Engagement Strategy
- established a Community Safety Partnership for the BCP Council-wide area
- set up a council wide digital inclusion group to get everyone connected
- implemented a Community Equality Champions Network with partners
- completed a Cultural Enquiry to identify the potential for arts and culture
- created a working group with community partners to find ways to reduce loneliness
- in partnership with the voluntary sector held a series of community conversation events to celebrate people coming together to respond to issues in their community and identify what else needs to be done
- continued to support the [Dorset Road Safe Partnership](#)
- supported the transfer of the two Councils for Voluntary Service into the Community Action Network
- signed up to the [Armed Forces Covenant](#)

## Brighter Futures

We are committed to delivering effective services that ensure children and young people are safe and their welfare is secure. We recognise there are several key challenges and areas for improvement to become an outstanding place for children and young people to thrive. We embrace our role as a corporate parent to children and young people and aspire for brighter futures for all.

**We have:**

- restructured Children’s Social Care Services
- established a Quality Performance and Impact Board with new Quality Assurance and Learning Framework, underpinned by a combined performance report to drive service improvements
- created a Workforce Development Strategy and Plan for Children’s Services staff which is in line with BCP Council’s People Strategy
- established a Corporate Parenting Board; a School Performance Board to support children’s educational outcomes and the [Virtual School](#) Board
- worked with the Learning Partnership Board to identify improvement priorities and establish links with the sub-regional Education Board
- established health and wellbeing priorities and governance of the Special Educational Needs and Disabilities (SEND) agenda
- launched the SEND Graduate Response Toolkit for 0-5 and post-16s
- achieved overall Early Years Foundation Stage Profile results for SEND pupils that were in line or above national average
- conducted a survey with parents/carers of Children and Young People with a disability
- reviewed the approach to tackling youth Anti-Social Behaviour and adopted an Improvement Action plan to improve the multi-agency response
- created a Fostering Panel and recruited a new chair
- developed a Children in Care and Care Experienced Young People’s group

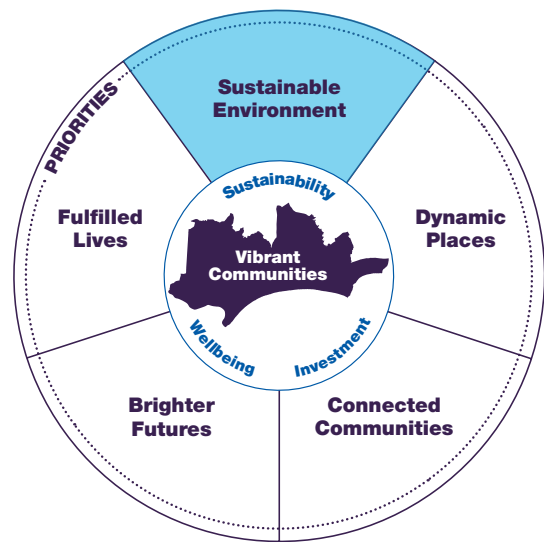
## Fulfilled Lives

We want to work in partnership to empower residents to lead happy, active and healthy lives as part of vibrant communities and to offer people opportunities to learn and develop new skills throughout life. When young people and adults have additional care and/or support needs, we will enable them to live fulfilled, independent lives with safety and dignity and support those who care for families and friends. We are committed to reducing homelessness and rough sleeping, and ensuring individuals and families have access to good quality, affordable homes.

**We have:**

- developed a Health and Wellbeing Board for the Bournemouth, Christchurch and Poole area
- with the local NHS, developed Our Dorset Looking Forward Strategy for Dorset Integrated Care System
- agreed a Corporate Safeguarding Strategy
- strengthened BCP Council’s provision of adult social care by opening a new care home, purchasing a care home and opening new supported housing scheme for young adults with a learning disability and/or autism
- implemented a new service model for preparing young people with special educational needs and disabilities for adult life
- developed a new [Homelessness Partnership and Homelessness Reduction Board](#) with key local stakeholders
- secured additional government grant funding to enhance services which support those sleeping on the street into suitable housing
- developed a skills, learning and wellbeing adult education offer that responds to the needs of our local communities

# Sustainable Environment



Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come

## ► Ensure sustainability underpins all of our policies

SDG 12 / 13 / 15

- We will:**
- embed sustainability in BCP Council’s new ways of working to achieve zero carbon targets
  - develop a robust corporate policy framework that embeds sustainability by April 2020
  - ensure sustainability, climate action and biodiversity are at the heart of the Local Plan when it is published by November 2022
  - launch a Decision Impact Assessment tool to embed sustainability by summer 2020
  - establish an environmental standard for events by 2023
  - influence key partners and key stakeholders including the public sector, charities, developers and businesses to improve sustainable standards to achieve zero carbon targets
  - establish a sustainable procurement strategy and policy in 2020
  - integrate the UN Sustainable Development Goals into BCP Council’s corporate performance management framework by summer 2020

## ► Protect and enhance our outstanding natural environment

SDG 14 / 15

- We will:**
- continue to deliver higher-level stewardship and management of designated natural sites to preserve them for future generations
  - work in partnership with Bournemouth Parks Foundation to maximise the benefits of charitable work across the conurbation by end of 2020
  - develop a beach management strategy and delivery scheme by April 2021
  - manage land to enhance quality through maximising CO<sub>2</sub> capture by greening the urban environment and introducing a tree planting programme by 2021
  - protect SSSIs through the work of nature conservation teams and partners, creating favourable conditions for priority species
  - encourage more volunteers to protect and enhance the environment by 2023
  - work with partners to enhance recreation opportunities and health benefits, improve biodiversity and increase the length of accessible paths along the Stour Valley
  - review the shoreline management plan by end of 2021

## ► Develop an eco-friendly and active transport network

SDG 11

- We will:**
- develop a local cycling and walking infrastructure plan by end of 2020
  - provide a bikeshare scheme in Christchurch by June 2021 and incorporate e-bikes into bikeshare across the conurbation by March 2023
  - strengthen the Quality Bus Partnership to provide higher quality bus services for residents to encourage increased usage and reduce carbon emissions
  - deliver an integrated, smart travel app by 2023
  - deliver more and enhanced ‘safer routes to schools’ measures to increase the number of pupils and guardians walking and cycling thereby increasing active travel and reducing carbon emissions from cars
  - develop a sustainable fleet replacement strategy by December 2021
  - review highway maintenance activities and propose future options for a highway maintenance model, including a funding strategy by summer 2020
  - provide new walking and cycling infrastructure to increase active travel and thereby reduce carbon emissions from cars
  - develop a communications campaign to promote sustainable travel to residents, schools, businesses, and visitors by April 2021

## ► Tackle the climate and ecological emergency

SDG 7 / 13

- We will:**
- adopt a climate and ecological emergency strategy and action plan by end of 2020
  - develop emission reduction pathways and carbon budgets to track progress towards BCP Council and area-wide targets by end of 2020
  - submit emissions data to global climate reporting organisations annually to demonstrate progress by end of 2020
  - adopt a zero carbon workplace charter to inform employees of simple measures to cut carbon in daily operations by end of 2020
  - update extreme weather record and preparedness framework to aid in decision-making on adaptation measures by end of 2020
  - lead work with key partners across the conurbation to discuss and formulate a plan of action to encourage emission reduction measures by April 2020
  - hold a climate and ecological emergency citizens assembly by summer 2020
  - launch and run a resident engagement programme to make homes energy efficient, reduce fuel poverty and raise awareness of the most effective climate friendly actions through 2020

## ► Promote sustainable resource management

SDG 12

- We will:**
- adopt an environment strategy by March 2021 to protect and improve the local environment in line with the Government’s 25 year Environment Plan
  - bring Christchurch waste and cleansing services in-house by April 2021
  - adopt a single BCP Council waste strategy in line with the national waste strategy, including a review of three different models for refuse collection and proposals for consolidation by summer 2022
  - let a contract for the treatment and disposal of Bournemouth’s residual waste by the end of 2020
  - review BCP Council street cleansing services by 2021
  - build on the Leave Only Footprints and Love Food Hate Waste campaigns
  - seek additional funding to promote zero waste campaigns and waste reduction initiatives, such as New to You
  - work with partners and communities to achieve single-use plastic-free status across the conurbation

## ► Maximise access to our high quality parks and open spaces

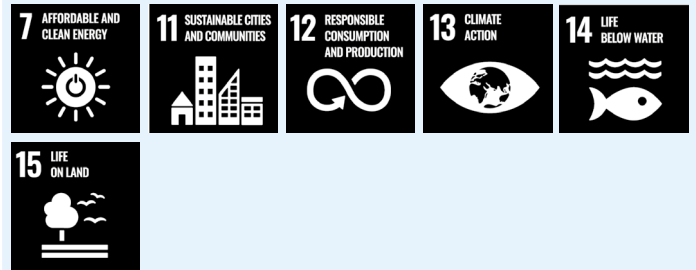
SDG 12

- We will:**
- develop green infrastructure strategy to manage parks, recreation grounds, beaches and open spaces by December 2021
  - increase biodiversity by reviewing use of grassland management, wild flower meadows and pesticide usage by end of 2020
  - identify adequate Suitable Alternative Natural Greenspace provision across the conurbation by early 2021
  - work with partners to increase the accessibility and diverse offer for parks and open spaces increasing the number of visitors
  - utilise grants, donations and developer contributions to increase investment in parks, beaches and open spaces by December 2021

### Measures of success

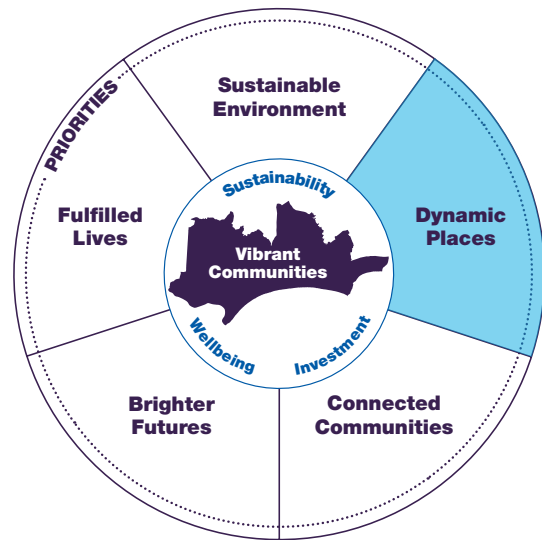
1. percentage of total household waste recycled, re-used or composted
2. residual household waste per head of population
3. residual household waste per household
4. use of public transport
5. single occupancy cars entering conurbation
6. CO<sub>2</sub> emissions for BCP Council
7. number of Green Flags awarded
8. number of Blue Flags awarded
9. number of households receiving energy efficiency advice and guidance
10. percentage of SSSI in favourable condition
11. number of volunteer hours supporting environmental sustainability and enhancement programmes
12. standard of cleanliness achieved in line with the Environmental Protection Act 1990
13. number of BCP Council vehicles replaced with cleaner and greener vehicles
14. number of people cycling

### Sustainable Development Goals (SDG)





# Dynamic Places



Supporting an innovative, successful economy in a great place to live, learn, work and visit

## ► Revitalise and reinvent our high streets and local centres

SDG 8 / 11

### We will:

- as part of the Economic Development Strategy, develop an action to revitalise and reinvent high streets and local centres by October 2020
- finalise and communicate a new Poole Regeneration Masterplan by December 2020
- continue to deliver the Bournemouth Town Centre Vision and associated Bournemouth Development Company projects
- create 'Town Teams' to develop the agenda for each of our town centres, covering an integrated approach to culture, community and environment with economy to reinvent sustainable local centres by March 2021

## ► Invest in the homes our communities need

SDG 11

### We will:

- improve housing outcomes and access to good quality housing for all residents by developing a new Housing Strategy by October 2020
- work with partners to increase overall housing supply
- ensure the right supply of specialist housing to meet needs
- build 1,000 new homes on BCP Council owned land over 5 years, including sub-market affordable and social rented homes.
- progress plans to deliver homes on the Holes Bay former power station site
- agree a sustainability strategy for BCP Council's housing and construction projects by 2020

## ► Create a sustainable, vibrant and inclusive economy

SDG 8 / 10

### We will:

- support the five existing key sectors of Advanced Engineering, Digital and Creative, Health and Social Care, Financial Services and Tourism to become more sustainable and increase productivity and reward
- undertake a review of long-term options for the Bournemouth International Centre by December 2020
- agree high-level, overarching seafront strategy for Bournemouth, Christchurch, and Poole by early summer 2020
- create an Economic Development Strategy by October 2020 to drive economic growth and reduce the employment inequality gap based on evidence produced by the local economic assessment
- create a new Tourism and Destination Strategy by May 2020
- develop a Cultural Strategy by December 2021 to increase employment in the area's outstanding cultural sector

## ► Increase productivity through skills development

SDG 4 / 8

### We will:

- create a Skills Strategy by November 2020 which tackles inequality and supports local businesses in partnership with educational establishments and the market
- produce a business case for a hub to house innovators such as: Manufacturing Technology Centre, Aerospace Skills Partnership by January 2021
- champion BCP Council's commitment to increase the number of apprenticeships, particularly for care leavers, across Bournemouth, Christchurch and Poole by March 2021
- support the development of a plan for a new science centre by December 2020

## ► Develop sustainable infrastructure

SDG 4 / 8

### We will:

- develop and adopt a new BCP Council Local Plan by November 2022
- agree a local sustainable transport plan by 2023
- implement a sustainable travel strategy for BCP Council, subject to a successful bid to the Transforming Cities Fund
- develop proposals for sustainable mass transit systems by March 2021
- complete a strategic parking review by end of 2020

## ► Support our businesses to operate more creatively

SDG 9

### We will:

- develop a programme to promote and facilitate the uptake of Knowledge Transfer Partnerships and BCP Council regulatory services
- work with the Dorset Local Enterprise Partnership and other stakeholders to deliver the Local Industrial Strategy by March 2021
- work together with universities and businesses to create paid placements and internships by March 2021
- work with businesses to adopt a 'triple bottom-line' approach that considers their social and environmental impact in addition to their profitability by March 2021
- promote the government's Research and Development tax credits to businesses, helping to increase innovation rates

## ► Create a 21<sup>st</sup> century digital infrastructure

SDG 9 / 17

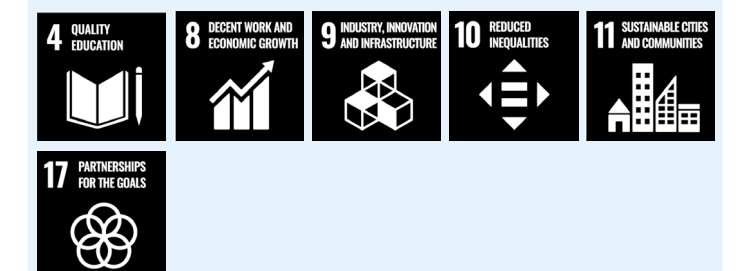
### We will:

- develop the Smart Place Strategy and Investment Plan by November 2020
- progress the Smart Place Programme to support the revitalisation of high streets by March 2021
- implement the Dorset Cyber Alliance "Cyberwell" project to make the BCP Council area a safer and more secure place for Dorset Small and Medium-sized Enterprises to do business as set out in the UK's Digital Strategy by October 2020
- promote availability of fibre-based connectivity to all residents and businesses

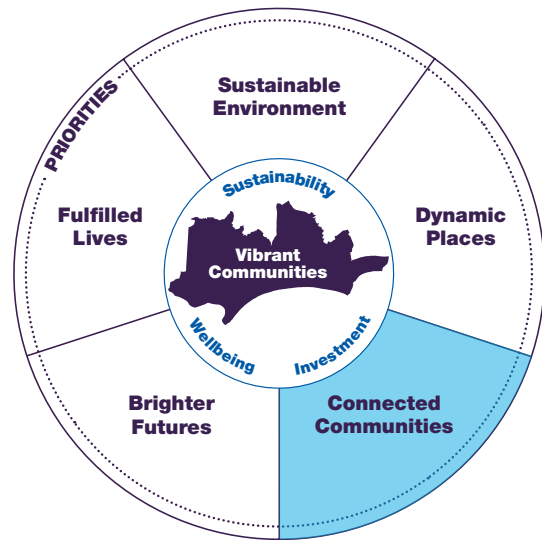
## Measures of success

1. high street vitality index
2. housing equality index
3. housing delivery in terms of completions (all tenures including additional affordable homes)
4. development investment value in the town by others
5. visitor spend per head to resort
6. percentages of apprenticeships across BCP area
7. business survival rates/increase business stock
8. percentage of higher-level qualification/graduate retention and attraction
9. income distribution addressing the polarisation of pay across BCP Council area
10. number of businesses supporting the carbon neutral target
11. percentage of journeys undertaken by sustainable modes
12. investment income and social value through BCP Council's investments and/or private sector
13. percentage of BCP Council area with fibre-based connectivity coverage
14. investment value in infrastructure (including digital)
15. number of Knowledge Transfer Partnerships taken up by businesses through universities

## Sustainable Development Goals (SDG)



# Connected Communities



Empowering our communities so everyone feels safe, engaged and included

## ► Respect and engage with our diverse communities SDG 6 / 10

**We will:**

- implement BCP Council's Equality and Diversity Action Plan and report progress with achieving the council's commitments on a quarterly basis
- deliver an Armed Forces Covenant Action Plan during 2020
- continue to support a wide range of specialist partner organisations who advocate and provide support to our communities
- develop a BCP Council-wide community engagement strategy by end of October 2020
- develop a community regeneration strategy by end of 2020 that takes a partnership approach to working with communities to tackle inequality
- develop a single policy for the management of publicly accessible toilets across the BCP Council area by the end of 2020

## ► Encourage intergenerational interactions SDG 4

**We will:**

- develop mentoring programmes to encourage older people and younger workforce members to share skills and experience with each other by 2022
- work in partnership with local businesses and employers to develop a programme that encourages staff to help with reading or mentoring in local schools by January 2021

## ► Reduce loneliness and isolation SDG 1 / 3

**We will:**

- work with local businesses and employers to build partnerships with schools and colleges to support initiatives with a focus on supporting the most vulnerable in our communities by January 2021
- develop our understanding of issues around loneliness and map these against activities presently being undertaken by the end of 2020
- work with partners to develop projects using technology to reduce social isolation through the Smart Places Programme
- continue to promote the use of technology by older people and other isolated communities, raising awareness of how it helps reduce social isolation and loneliness
- continue to work with voluntary sector partners on a lottery-funded programme to reduce loneliness among older people
- agree a bereavement strategy and business plan by mid-2020

## ► Ensure our communities feel safe SDG 8 / 11

**We will:**

- develop with partners a Crime and Disorder Reduction Strategy and Action Plan to address the priorities of the Community Safety Partnership, including the fear of crime in targeted communities by September 2020
- review our partnership approach to tackling Anti-Social Behaviour in local communities by September 2020
- develop a Domestic Abuse Strategy by September 2020
- develop integrated domestic abuse services for victims and perpetrators by March 2021
- develop a coordinated BCP Council response to prejudice incidents by June 2020
- develop a plan to tackle rogue traders who target vulnerable people in their homes by the end of 2020
- integrate Public Spaces CCTV systems and create a five-year CCTV Strategy by the end of 2020
- continue to support and develop the night-time economy through initiatives which reduce the harm caused by alcohol and helps make residents, workers and visitors feel safe
- work with partners including Dorset Road Safe to reduce the number of persons killed or seriously injured on the highway by 40% by 2030

## ► Empower a thriving voluntary and community sector SDG 11

**We will:**

- develop a partnership agreement with the community and voluntary sector which details how we will work together by September 2020
- develop a single Community Asset Transfer process by June 2020
- build on the findings of the Cultural Enquiry to develop a Cultural Strategy that supports community arts and culture by December 2021
- continue to support Community Action Network who provide support, advice and guidance to the community and voluntary sector across the BCP Council area
- work with community organisations to harmonise the approach to supporting community centres in the BCP Council area by September 2020
- develop and deliver a BCP Council Family Support offer which includes Children's Centres and Youth/ Adolescent Services by September 2020
- take a partnership approach to working with communities and attracting investment to regenerate the community using Community Infrastructure Levy funding

## Measures of success

1. levels of anti-social behaviour
2. levels of serious violent crime
3. risk to most vulnerable victims of domestic abuse
4. number of people volunteering in their communities
5. perceived fear of crime – across the BCP area and in targeted neighbourhoods
6. number of events and activities held in the libraries
7. numbers of visits to museums
8. number of people experiencing cultural activities
9. number of community and voluntary groups saying they have raised funds as a result of advice provided by BCP Council
10. number of older people feeling lonely and disconnected from their communities

## Sustainable Development Goals (SDG)



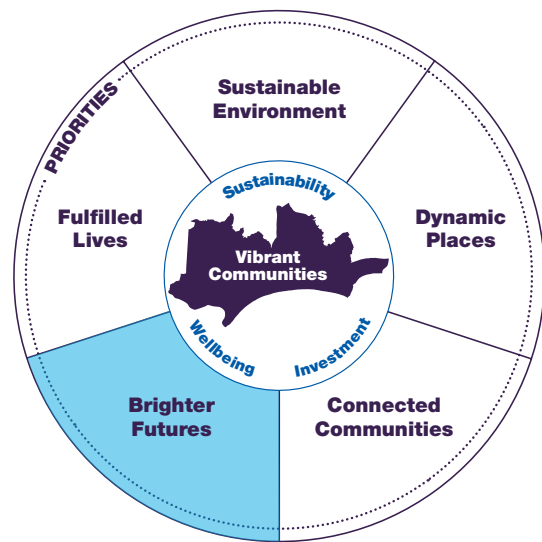
## ► Strengthen the cultural identity of our towns and places SDG 11

**We will:**

- ensure strengthening the cultural identity of local communities is embedded throughout the BCP Council Local Plan by November 2022
- establish a Cultural Compact of BCP Council, agencies, cultural providers and communities by March 2021
- develop a library strategy which reflects the diversity of local communities and aspires to create neighbourhood hubs by December 2020
- promote and encourage a sense of civic pride and celebrate the historic traditions and identities of each town through the office of the Chairman, working closely with the respective Mayors
- continue to support and promote a range of regional and local events and activities that reflect cultural diversity and are accessible to all



# Brighter Futures



Caring for our children and young people;  
providing a nurturing environment,  
high quality education and great opportunities  
to grow and flourish

## ► Enable access to high quality education

SDG 4 / 8

### We will:

- work with the Learning Partnership Board to deliver an educational offer to meet the needs of all children and young people with the right balance of academic and vocational opportunities, including apprenticeships by September 2022
- create a SEND and inclusion strategy that is aspirational and an associated joint commissioning strategy by June 2020
- ensure children and young people have access to good, local and inclusive early years, primary, secondary and post-16 education by working with education leaders and developing a sufficiency strategy by summer 2020
- work with local Higher Education providers and the Southern Universities Network to support children from disadvantaged families to access higher education by September 2022
- ensure the development and delivery of effective, specialist services to support inclusion in schools and early years providers by September 2022

## ► Be aspirational for our children in care

SDG 3 / 10

### We will:

- provide strong leadership through the Corporate Parenting Board ensuring the Children in Care Council and young people with care experience drive the agenda to improve how children are cared for
- develop a sufficiency strategy for children in care and care experienced young people to ensure appropriate provision is available locally by early summer 2020
- harmonise and improve the Foster Care offer by early summer 2020
- improve housing options for care experienced young people by October 2020
- understand the health needs of children newly into care through timely initial health assessments by early summer 2020
- improve the robustness and impact of permanence planning for children in care, beginning with a strong training and development programme for all social workers and a new policy framework from January 2020
- improve educational outcomes for children in care through the delivery of a high-performing Virtual School by January 2021 which includes ambitions to actively support apprenticeships and work placements
- publish the 'Care Leaver Offer' across the conurbation by September 2020

## ► Support parents and guardians to care for their children well

SDG 1 / 2 / 3 / 4

### We will:

- develop and implement an early help, family support, young people's and youth work strategy for 0-19 year olds and align services to deliver on the strategy by March 2023
- further develop the BCP SEND Local Offer to ensure this is comprehensive and support families to access appropriate provision by September 2021
- develop an integrated health and wellbeing offer for vulnerable children and young people including SEND by September 2021
- embed new ways of working ('Signs of Safety') to ensure consistency of experience and improving outcomes by 2023
- support children to live within their own family environment by extending the Family Group Conference model and Family Network meetings by 2022

- increase school attendance and reduce school exclusions and offending by introducing restorative approaches by July 2021
- pilot an approach to address and reduce summer holiday 'hidden hunger' within targeted areas in 2020 to inform our longer term approach

## ► Prevent harm through early intervention

SDG 3 / 5 / 16

### We will:

- improve the level of integration of service at the front door so families receive the right response at the right time by early summer 2020
- work to ensure the multi-agency partnership arrangements are effective and impactful for the local community by summer 2020
- lead a new and robust approach to tackling child exploitation across the community by developing a multi-agency place-based approach and implement by 2022
- deliver a Sufficiency Strategy to ensure appropriate levels of services and support for children – Early Help, Edge of Care, School Places for SEND, and Children's Social Care by early summer 2020
- develop a BCP Council Housing Strategy which addresses the needs of vulnerable young people and their families by October 2020
- create a consolidated young people's protocol between housing and children's social care by early summer 2020
- intervene early to avoid young people entering the care system and minimise risks by developing an adolescent service by September 2020
- support children and young people's emotional mental health and wellbeing by implementing the Children and Young People Mental Health Transformation Plan by April 2021

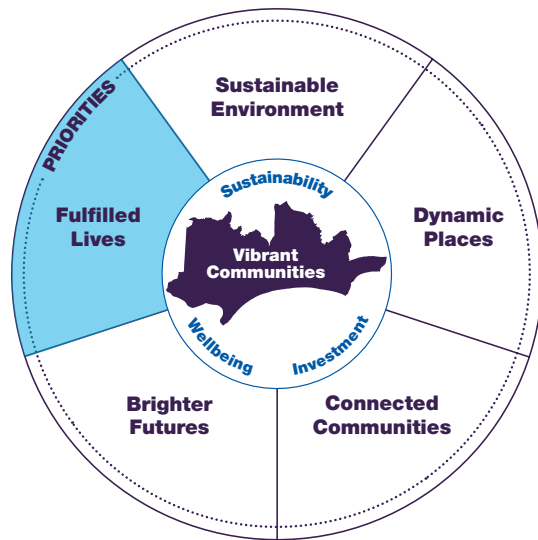
## Measures of success

1. proportion of care experienced young people aged 19-21 in suitable accommodation
2. percentage (and number) of 16-19 year olds not in education, employment or training (NEETs) and unknowns
3. timely decisions for children who need a social worker (in 24 hours)
4. number (and proportion) of repeat referrals in social work in 12 months
5. timeliness of assessments to identify children's needs in a timely fashion
6. number of children in care placed over 20 miles from homes
7. number of children in care with long-term stability
8. number of two year old children benefitting from funded early education
9. number of children who are missing out on education
10. number of children and families accessing effective early help
11. number of children with an Education, Health and Care Plan placed in mainstream schools and special schools
12. number (and rate) of Permanent Exclusions – Primary and Secondary
13. number of children attending a Good/Outstanding Early Years Providers
14. number of children attending a Good/Outstanding Schools (Primary and Secondary)
15. proportion of Good/Outstanding Schools (Special)

## Sustainable Development Goals (SDG)



# Fulfilled Lives



Helping people lead active, healthy and independent lives, add years to life and life to years

## ► Support people to live safe and independent lives SDG 3 / 8

### We will:

- implement a best practice adult safeguarding model for BCP Council with partners and new Liberty Protection Safeguard legislation by April 2021
- agree a suicide prevention plan by June 2020
- improve outcomes for young people with disabilities and special educational needs as they move into adulthood by March 2022
- increase the proportion of adults with a learning disability with care and support needs who are able to live in their own home, locally, by March 2023
- increase the proportion of adults with care and support needs in employment, training and volunteering by March 2023
- continue to promote and extend the use of assistive and digital technology to enable independence and enhance people's quality of life

## ► Promote happy, active and healthy lifestyles SDG 3

### We will:

- promote active ageing in more deprived communities through Live Well Dorset and engage at least 1,000 people over 55 for each of the next three years

- work with our health partners to promote and enable whole school approaches to physical activity, increasing children's mental wellbeing by July 2020
- increase take up of health checks in BCP Council area to 7,500 in the year 2020/21
- undertake a review of leisure provision and residents' leisure discount schemes to enable greater participation in leisure activities by end of 2021
- agree with partners a health and wellbeing strategy by July 2020
- promote positive health including mental health within our communities and partners through a comprehensive action plan by December 2020
- increase the proportion of people with dependency successfully accessing alcohol and drug treatment services by March 2023
- facilitate new opportunities for communities and people to engage in creative and heritage activities to benefit their wellbeing by March 2021

## ► Develop age-friendly communities SDG 4 / 8

### We will:

- work with health partners to promote the benefits of active travel and deliver a publicity campaign targeted at older people by March 2021
- continue to deliver a programme to improve safer environments in built up areas with increased priority for pedestrians and improved crossing facilities for wheelchair and mobility scooter users
- support greater use of bus services by providing new bus shelters with seating, accessible boarding kerbs and Real Time Information by March 2022
- expand the number of dementia friendly communities by March 2023

## ► Value and support carers SDG 3 / 5

### We will:

- work with carers to improve access to information and advice ensuring it is delivered at the right time and tailored to the individual carer by March 2021
- work with the NHS to increase the numbers of carers receiving support and services personalised to individual need by March 2023
- increase the availability and options for time out and short breaks for carers by March 2021
- create a single model of young carers provision across the BCP Council area by summer 2022, ensuring consistency of support
- recognise the needs of staff members who are carers within BCP Council's conditions of employment by 2021

## ► Enable people to live well through quality social care SDG 3 / 10

### We will:

- implement a new first point of contact service for adult social care to improve online information and advice and supports residents' wellbeing and independence by March 2022
- develop outreach support with GPs in community based settings to engage earlier and improve the quality of life for those residents at risk of worsening health and outcomes by March 2022
- work with all partners and people with lived experience to develop and deliver a strategy to improve the sustainability and quality of the social care market by March 2023
- promote careers in social care with partners including through the Proud to Care Initiative by March 2023
- work with the NHS to improve the range and effectiveness of services which support people to live well in their own homes and reduce the need for hospital admissions by March 2022

## ► Tackle homelessness and prevent rough sleeping SDG 4 / 8

### We will:

- work to prevent homelessness by publishing a new homelessness strategy and deliver the action plan with partners by December 2020
- publish a single housing allocations policy by the end of 2020 to set out how we prioritise the allocation of BCP Council/housing association homes
- prevent homelessness by utilising government funding to maximise preventative services for people including those with complex needs and reduce the numbers of those at risk of losing their accommodation
- reduce rough sleeping by increasing access to suitable accommodation and re-modelling a range of sustainable housing support pathways

## ► Promote lifelong learning for all SDG 4 / 10

### We will:

- deliver a lifelong learning strategy by March 2023, working with partners to promote a broad learning offer for work and well-being, culture and arts and to increase awareness of environmental issues and sustainable living
- target care leavers, disadvantaged boys and young people with the greatest barriers to learning and work to join apprenticeship schemes

- promote high-quality careers education and information advice for young people, adults needing to retrain and those for whom English is not their first language

## Measures of success

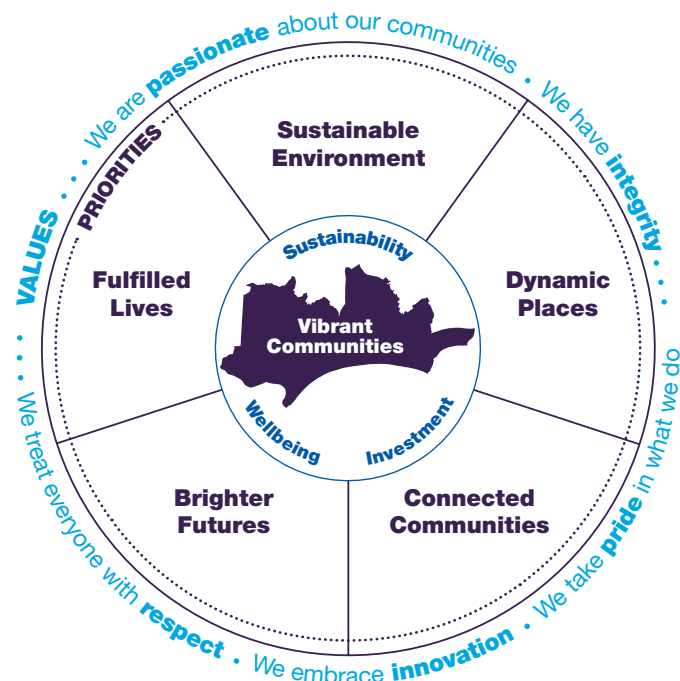
1. percentage Care Quality Commission registered care services rated as good or outstanding
2. proportion of adults who use social care services who have control over their daily life
3. proportion of adults with a learning disability in settled accommodation
4. proportion of adults in receipt of support and services in employment
5. proportion of people who reported that risks have reduced as a result of a safeguarding enquiry
6. proportion of carers who receive info/advice or another service after an assessment
7. proportion of people with dependency accessing drug and alcohol treatment services, and the number completing successfully
8. numbers of people accessing learning opportunities
9. availability and take up of apprenticeships, supported internships and educational pathways
10. young people and adults receiving high quality careers education information and advice
11. number of people rough sleeping at any one time
12. number of households in bed and breakfast under homeless legislation provisions
13. number of dementia friendly communities
14. take up of health checks
15. national highways and transport public perception survey accessibility theme

## Sustainable Development Goals (SDG)





# Modern, Accessible, Accountable Council



We are a modern, accessible and accountable council committed to providing effective community leadership

## Journey so far .....

The creation of BCP Council is the most complex local government reorganisation seen in the country for 45 years.

We believe every member of our vibrant communities deserves a council that is every bit as accessible, available and easy to use as we expect in our digitally driven 21<sup>st</sup> century lives. We also believe that the way BCP Council makes decisions should be clear and easy for people to engage with.

### We have:

- managed the impact of local government reorganisation on BCP Council and ensured that all services are delivered to the standards our community expects
- worked within the budget set by the Shadow Authority by ensuring strong financial management of BCP Council and its services
- engaged with over 2,000 stakeholders in the development of the Corporate Strategy
- developed a new BCP Council Operating Model that will bring our vision of a modern, accessible council to life
- agreed a set of values that underpin the way we work as we develop and deliver services
- recognised the need for a closer relationship with our community and developed a consultation plan for a Community Engagement Strategy that will allow residents a better role and say in our future decision making
- developed new BCP Council social media profiles and launched an e-newsletter service that enables us to reach people quickly and directly with our key community messages
- adopted a BCP Council-wide Equality Policy and governance framework to ensure we consider and include our diverse communities in activities and decisions
- developed a People Strategy which supports the delivery of BCP Council priorities and promotes a culture which is inclusive, safe, ethical and encourages personal growth and development
- agreed a Pay and Reward Strategy designed to deliver more equitable pay and terms of employment across the workforce
- adopted the Smart Place Programme which will transform how BCP Council and other agencies provide services for local people and businesses, supporting the delivery of strategic outcomes

## Modern council

SDG 5 / 10 / 12 / 16

### We will:

- review and harmonise all our major service strategies and policies by 2021
- start implementation of our new operating model in 2020 and invest in new technology and ways of working so residents and customers have better services
- identify and deliver efficiencies that will meet the demands of the Medium-Term Financial Plan and protect vital front-line services
- maximise income opportunities by proactively identifying and bidding for new sources of grant income that deliver the corporate strategy
- implement the Pay and Reward Strategy and begin the harmonisation of pay in 2021
- adopt a Digital Strategy in 2020 that sets an ambition for the digital development of communities and sets the framework for the delivery of a Smart Place Strategy
- improve how we use data to better understand and inform service planning and to empower our communities and customers
- commit to the development of a BCP Council Civic Centre in 2020 and begin a review of how we use our buildings to deliver the right services, in the right places with the right facilities for our community and customers
- implement our People Strategy to support modern working practices and improve staff physical and mental wellbeing
- implement a Behaviours Framework in 2020 which sets out the qualities and attributes we expect of all our employees

## Accessible council

SDG 5 / 10 / 12 / 16

### We will:

- adopt a Customer Access Strategy that builds on BCP Council's commitment to the [Local Digital Declaration](#) and meets "Best in Class" standards for digital service design by summer 2020
- ensure that the design of any new facilities meets "Best in Class" standards to provide ease of access to services and employment
- adopt a Communication Strategy in 2020 using plain English and continually assess how well messages are being received and understood across communities
- introduce new technology that will allow live streaming and remote participation for all public meetings in 2020
- develop and introduce a new BCP Council website by March 2021

- achieve the 'excellent' level of the [Equality Framework for Local Government](#) by 2023
- promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Dorset employers

## Accountable council

SDG 5 / 10 / 12 / 16

### We will:

- complete a review of BCP Council's Constitution and implement changes in 2020 ensuring we consider all we have learned in our first year as a new council
- consider opportunities to improve local decision making and accountability for service delivery and our community governance approach during 2020
- undertake a BCP Council residents' satisfaction survey in 2020 and use the results to inform future decision-making and survey frequency
- prepare for a peer review by the [Local Government Association](#) in 2020

## Measures of success

1. employee satisfaction
2. employee health and well-being
3. employee sickness absence levels
4. digital skills in workforce
5. employee confidence in new ways of working
6. diversity of workforce - at all levels
7. residents' satisfaction across all services
8. residents' levels of trust in BCP Council
9. participation and engagement from all community groups
10. levels of engagement and reach through social media
11. e-newsletter click through and open rates
12. level of channel shift
13. maintain high council tax collection rates
14. maintain high business rates collection rates
15. new external funding secured

## Sustainable Development Goals (SDG)



## Our Behaviours

