

January 2021



Our Vision **for the Future**

Bournemouth, Christchurch and Poole –
the UK's newest city region

Bold ● Confident ● Proud



Bold, confident, proud

**Bournemouth,
Christchurch and
Poole is the UK's
newest city region
and it's brimming
with prospects,
positivity and
pride.**

It's a place where culture and heritage meet innovation and modernity, village meets town, country meets coast, creativity meets digital, businesses flourish and people thrive.

BCP Council is the tenth-largest urban local authority in England and our communities are vibrant and diverse, with an outstanding quality of life, where everyone plays an active role – a globally-recognised coastline of opportunity, where people love to live, learn, work, explore, invent, relax and play.



Our **Big Plan** – A world-class vision for BCP



We want the BCP city region to be world class –
one of the best coastal places in the world in which
to live, work, invest and play.



We want to harness the potential of our coastline of opportunity and make BCP a place where people and businesses want to be – because of the vibrancy of our communities, the strength of our economy, the skills of our people, the wealth of our culture and the quality of our infrastructure, our environment and quality of life.

We know that to achieve our vision, we need a Big Plan that reflects the scale of our ambition.

Our **Big Plan** involves **five big projects** that will deliver big changes across our whole area and support the **creation of 13,000 jobs** across all sectors of our economy – good jobs for local people – creating wealth for our businesses and livelihoods for our families.



We will invest in an **iconic cityscape** – making BCP a place in which we demonstrate our pride through the positive and innovative face we show to the world, recognising the clean and green quality of both our urban and natural environments.

We will invest with our partners in our connectivity, particularly around our train stations and the quality of the urban environment that greets people as they arrive in our city region.

And we will invest in the Bournemouth International Centre – so that it stands among the very best events venues in the world, attracting visitors who want to return because of the unique seaside offer that we provide.



We will invest in our **seafront**, enhancing what is already recognised as among the cleanest and most beautiful city region coasts in the world, from Sandbanks to Highcliffe, with a vibrant arc at the heart, linking Bournemouth Pier with the Pavilion and a renewed and revitalised Bournemouth International Centre.

Together with our partners, we will make our coastline an area of international renown for the quality and welcome of its hotels and we will make our restaurants and hospitality industry famous for the quality and imagination of their food and the excellence of their service.



We will deliver on the promise to **rejuvenate Poole**, bringing a vibrant, attractive and sustainable mix of residency, business, hospitality, retail, culture and green spaces to the heart of Poole, the Quay and the area between the two bridges, complementing the internationally-renowned Sandbanks and the beauty of the second-largest natural harbour in the world.



We will invest in the physical and digital **infrastructure** of our coastal city region, to ensure that BCP has the best connectivity in the country – whether through superfast broadband and digital connectivity or through land, air and sea transport.

We will exploit the full potential of digital to make BCP a genuinely smart city region, where we use digital data to plan, manage and deliver better services for our residents and businesses and where digital natives thrive.



We will **act at scale** and aim to deliver more than **15,000 new homes** for people of all incomes – both through our own civic investment and by supporting and enabling developers to build homes, with a sustainable mix of affordable and high-end apartments and houses.

The scale of our ambition is also demonstrated in our plans to invest an additional £2 million a year in regeneration and a £50 million Futures Fund for infrastructure investment, as well as in our aim to support the creation of 13,000 jobs and more than £3 billion of investment value for our area.



Underpinning our five big projects is the work we will do to develop our vibrant **communities**, with an outstanding quality of life, where everyone plays an active role. This means clean, safe and affordable housing, the wellbeing of all age groups, from our youngest to our oldest, with good health and care and good local services, and good jobs for working-age residents, to provide financially-sustainable livelihoods for their families.



We will redefine and promote our **culture** and our leisure and entertainment offer, based both on our heritage and on our positive, modern outlook. Our new cultural compact will involve creative education, development and investment in arts and culture, enabling more people of all backgrounds to actively participate all aspects of culture, from celebrations of our maritime and leisure heritage, to music, food, dance and theatre, in support of our aspiration to become a City of Culture.



We will ensure that the BCP city region becomes one of the best places in which **children** can live, learn and grow up, with opportunities to stay in the area after they leave school, whether to go to university, to train or to work. This means supporting the health, wellbeing and development of children from birth, through their early years, right through their education and into adulthood.

We will present BCP boldly, confidently and with pride when we tell the story of our ambition, our place and our achievements.

And we will make an early demonstration of that pride and self-assurance when we launch our **BounceBack** festival, once we emerge from the restrictions of the COVID-19 pandemic – reconnecting our communities, restoring confidence in our economy, revitalising our retail, hospitality and tourism sector and announcing to the world that BCP is not just bouncing back, but aims to be bigger, bolder and better.



Why BCP and why now?



The Bournemouth, Christchurch and Poole city region enjoys an outstanding natural and urban environment, which makes it a desirable place to live and work at a time when people and businesses are leaving more densely-populated cities and choosing to live life in balance.

Our area is internationally connected by air and sea and it benefits from our close road and rail connections to London and the central south and from our position as a gateway to the south west.

We have strong, internationally-recognised economic sectors – from finance to digital, creative to tourism to engineering, with our universities providing a steady supply of fresh talent.

We are a wellbeing city region by the sea, where people are able to live life in balance as they access all they expect of a modern urban area, as well as enjoy some of Europe's best beaches, stunning countryside and close proximity to the New Forest.

Now is the right time to invest with ambition in our place and our people as we look to rebuild out of the pandemic and drive regeneration across the conurbation on a scale never delivered before.

With a population of 400,000, we are now the tenth biggest urban local authority in England. Never before have we had the scale, the ambition and the opportunity to deliver this world-class offer of the UK's newest emerging coastal city region.

The BCP area brings together three distinctive towns with different needs and opportunities and our Big Plan will respect those differences.

Bournemouth can build on its economic strengths to become a thriving centre with significant growth opportunity.

Christchurch is a place of heritage, character and beauty, which needs a balance of sympathetic investment and protection.

And **Poole**, with its proud maritime and military history, has the sites, the potential and the need for rejuvenation through a focus on world-class regeneration.

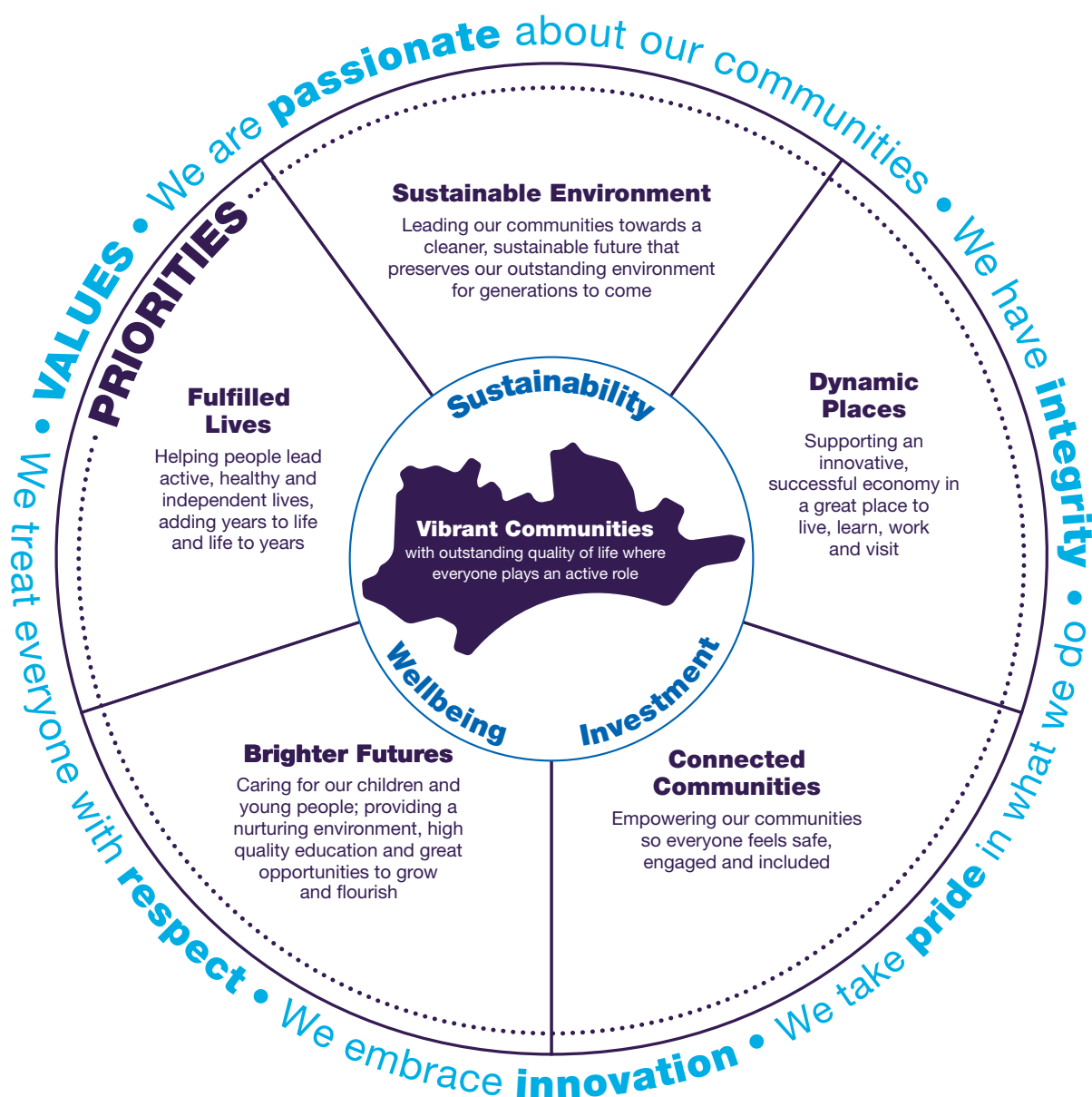
BCP Council will lead the implementation of our Big Plan, and we will also look to establish joint ventures and other partnerships to help us to deliver these critical projects, focusing on delivering real outcomes with a flexible approach to unlocking delivery.

BCP has a shared vision, we have a Big Plan and by working together – as a council, as partners, as a community – we have the ambition, the drive, the expertise and the means to achieve it.

A Big Plan delivered through Leadership, Vision and Partnership



BCP Council's strategic priorities



As one of the UK's newest local authorities and the tenth biggest urban authority in England – BCP Council has an ambitious strategy to support our vision for our area:

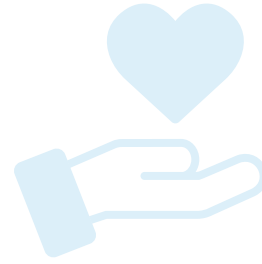


- by leading our communities towards a **cleaner, sustainable future** that preserves our outstanding environment for generations to come
- by supporting an **innovative, successful economy** in a great place to live, learn, work and visit
- by **empowering our communities** so everyone feels safe, engaged and included
- by **caring for our children and young people**, providing a nurturing environment, high-quality education and great opportunities to grow and flourish
- by **helping people lead active, healthy and independent lives**, add years to their lives and life to their years
- by being a **modern, accessible and accountable council**, committed to providing effective community leadership.

Our **Corporate Strategy and Delivery Plan** sets out in detail what we will do and how we will measure our progress.



Turning challenge into opportunity



There is no doubt that we are living in exceptional times, with the challenges of recovering from the COVID-19 pandemic, adapting to Brexit and addressing significant funding constraints all combining to make for an uncertain future.

Our vision and our aims are unchanged and undiminished – and we have to transform to deliver within the new economic climate to provide the leadership that our communities and our place needs.

So we are turning these challenges into new opportunities.

By investing now, not only will we underpin our region's growth out of recession, but we will respond positively to macroeconomic and social drivers and be well positioned to attract people and businesses looking to locate in a modern city region with wellbeing at their heart.

The time is now to deliver our Coastline of Opportunity.

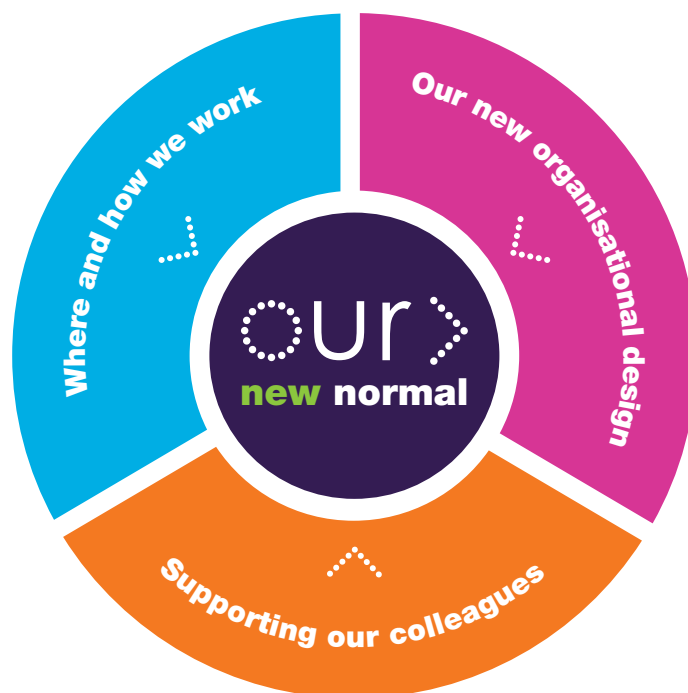


Our **transformation programme**

In our **Corporate Strategy in 2020**, we set out the extensive range of work that we are doing to become a ‘modern, accessible and accountable council’. We have accelerated our plans to review what we do and how we do it through an inspiring **Transformation Programme**, which will ensure that we provide services and facilities efficiently and effectively in a way that is modern, affordable and sustainable.

We are investing up to £38 million in our Transformation Programme by 2023. Our aim is to establish the foundations for a sustainable future for the council, where we invest in front-line services to focus on what matters most to our customers and adds most value to their lives.

Our transformation to what we are calling ‘our new normal’ has three elements: how and where we work; how we are organised; and how we support our colleagues through these changes.



We are making a major investment in technology, increasing the digitisation and automation of services, to make it easier for residents and businesses to transact with us online, on a device and at a time of their choosing, with information and services online wherever possible, with 24/7 access. Anything that can be paid for, reported or applied for online will be there.

This is in line with the way many of us live our lives and go about our business, and as a council we must keep pace with the changes in modern life.

This will allow us to focus our resources and our people on the more complex issues and challenges we face, and the needs of our most vulnerable customers, who are more likely to need face-to-face support, whether in the community or through customer service hubs in the heart of our three towns.

Modern, efficient ways of working will give our staff flexibility to improve their work/life balance, building on our experience of significant homeworking in response to the COVID-19 pandemic, while moving to a single BCP Civic Centre in Bournemouth will enable us to significantly reduce the size and cost of our office estate.

We will create a carbon-neutral position for BCP Council's operations and activities by 2030. We will do this by procuring all council electricity from zero-carbon renewable sources, reviewing energy project funding options, assessing the energy efficiency of council buildings, and installing energy saving and renewable energy measures in retained council buildings.

By transforming, we will become a slimmer, more cost-effective organisation, enabling us realise savings of more than £40 million a year, helping to close the budget gap and allowing us to invest in front-line services and regeneration.



