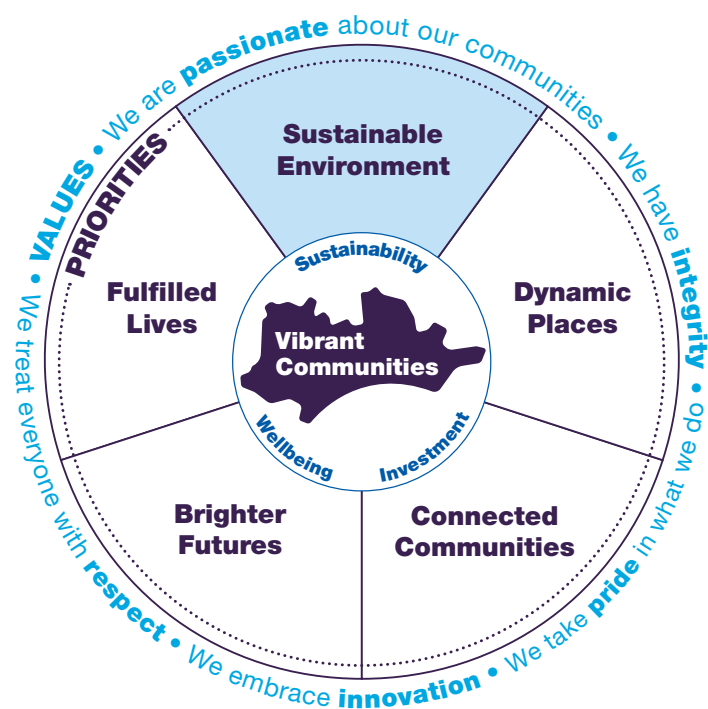


Sustainable Environment



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:

- establish an environmental standard for events by 2023
- ensure sustainability, climate action and biodiversity are at the heart of the Local Plan when it is published by April 2023
- embed sustainability in BCP Council's new ways of working to achieve net zero carbon targets
- embed the Climate Change Decision Impact Assessment tool in all decision-making processes
- influence key partners and key stakeholders including the public sector, charities, developers and businesses to improve sustainable standards to achieve net zero carbon targets for the BCP area.

Protect and enhance our outstanding environment

SDG 14 / 15

We will:

- progress the shoreline management plan for Poole Bay and establish a shoreline management plan for Christchurch Bay by end of 2021
- implement the Poole Bay Beach Management Strategy and delivery scheme between 2020-2030
- continue to deliver higher-level stewardship and management of designated natural sites to preserve them for future generations
- protect SSSIs through the work of nature conservation teams and partners, creating favourable conditions for priority species
- work in partnership with Bournemouth Parks Foundation to maximise the benefits of charitable work across the conurbation by end of 2021
- work with partners to enhance recreation opportunities and health benefits, improve biodiversity and increase the length of accessible paths along the Stour Valley
- work with partners to enhance the biodiversity and quality of our inland waters, harbours and coastal environment
- manage land to enhance quality through maximising CO₂ capture by greening the urban environment and introducing a tree planting programme by December 2021
- encourage more volunteers to protect and enhance the environment by 2023
- develop a comprehensive Air Quality Strategy for the BCP area by December 2022.

Develop an eco-friendly and active transport network

SDG 11

We will:

- develop a local cycling and walking infrastructure plan by end of 2021
- provide a bikeshare scheme in Christchurch by June 2021 and incorporate e-bikes and potentially e-scooters 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' increasing active travel and reducing carbon emissions from cars
- launch a communications campaign to promote sustainable travel to residents, schools, businesses, and visitors through to 2024

- develop a sustainable fleet replacement strategy and an annual percentage increase for numbers of council operated Ultra Low Emission Vehicles by December 2021.

Tackle the climate and ecological emergency

SDG 7 / 13

We will:

- following the conclusions of public engagement, adopt and develop the climate and ecological emergency action plan by Summer 2021
- develop emission reduction pathways and carbon budgets to track progress towards BCP Council and area-wide targets by Summer 2021
- submit emissions data to global climate reporting organisations annually to demonstrate progress by end of 2021
- lead work with key partners across the conurbation to discuss and formulate a plan of action to encourage emission reduction measures by April 2021
- 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 2021 and 2022 .

Promote sustainable resource management

SDG 12

We will:

- consolidate an accessible strategy framework for improving the environment in preparation for the Government's Environment Bill
- develop a BCP Council waste strategy in line with the national waste strategy by Summer 2022
- let a contract for the treatment and disposal of the Bournemouth and Christchurch residual waste by August 2021
- review BCP Council street cleansing services by December 2021
- promote waste reduction initiatives including: Leave Only Footprints, Love Food Hate Waste and New to You, across the conurbation
- 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

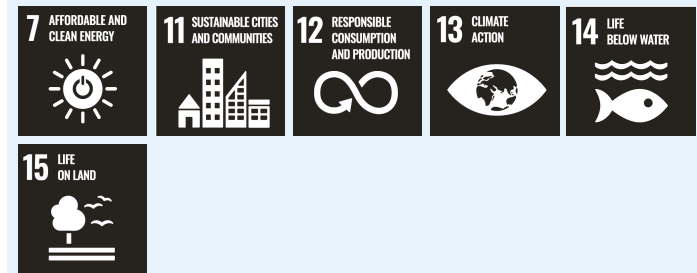
We will:

- identify adequate Suitable Alternative Natural Greenspace provision by September 2021
- develop a 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 Summer 2021
- work with partners to increase the accessibility and diverse offer of 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 April 2023.

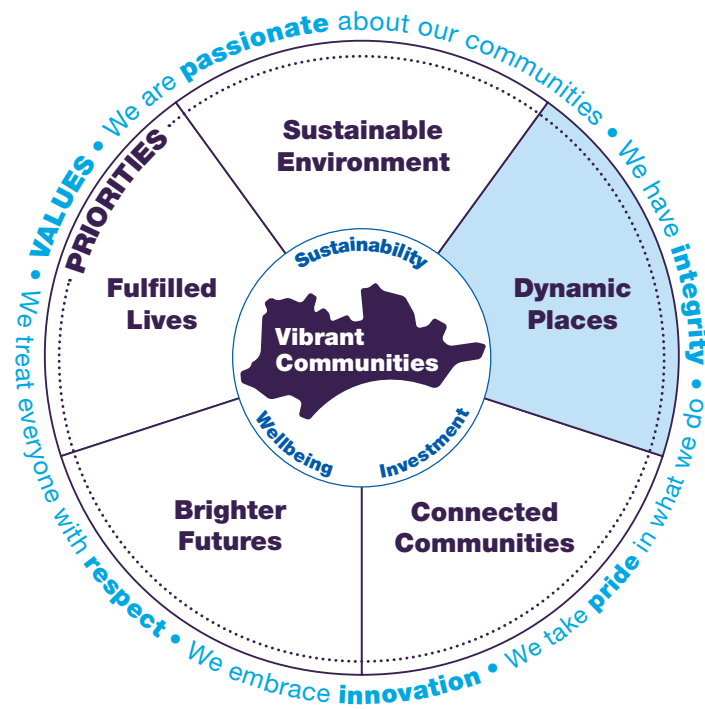
Measures of success

- **Beaches:** number of blue flags awarded
- **Environment:** standard of street cleanliness achieved in line with Environmental Protection Act 1990
- **Environment:** number of air quality management areas in the conurbation
- **Fleet:** number of council vehicles replaced with cleaner and greener vehicles
- **Parks and open spaces:** percentage of SSSI in favourable condition owned by or which the council has management control over
- **Sustainability:** number of households receiving energy efficiency advice and guidance
- **Sustainability:** Scope 1 and 2 CO₂ emissions for BCP Council
- **Transport:** single occupancy cars entering the conurbation
- **Transport:** use of public transport
- **Waste:** percentage of total household waste recycled, reused or composted
- **Waste:** residual household waste per head of population (kg)
- **Waste:** residual household waste per household (kg)
- **Waste:** percentage of waste diverted from landfill

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:

- develop and deliver an action plan around our town centres and high streets with partners such as the Business Improvement Districts and other business groups
- deliver the Poole regeneration projects
- continue to deliver the Bournemouth Town Centre Vision and associated Bournemouth Development Company projects
- progress the plans for the redevelopment of the Bournemouth International Centre
- work with partners to positively raise our profile
- attract future funding and inward investment
- deliver projects within the Seafront Strategy
- create a new Destination Strategy by April 2021.

► Invest in the homes our communities need

SDG 11

We will:

- improve sustainable housing outcomes and access to good quality housing for all residents by developing a new Housing Strategy by Spring 2021
- work with partners to increase overall housing supply including regular strategic partner events
- ensure the right supply of specialist housing to meet needs
- build at least 1,000 new homes on BCP Council owned land over 5 years, of a mix of tenure types
- progress plans to develop the Holes Bay former power station site and deliver 830 new homes
- agree a Council new build and acquisition delivery programme by March 2022.

► Create a sustainable, vibrant and inclusive economy

SDG 8 / 10

We will:

- support the development of our five existing key sectors of Advanced Engineering and Manufacturing, Culture and Creativity, Health and Social Care, Financial and Insurance and Tourism and Hospitality to become more sustainable and increase productivity and reward
- work with partners and businesses to reimagine our future economy
- co-ordinate the response to and recovery from Covid 19
- through partners, provide and promote targeted and joined up business support services by April 2021
- work to develop and improve the Council's Planning Service so that it better supports business growth and regeneration.

► Increase productivity through skills development

SDG 4 / 8

We will:

- create a Skills Strategy by June 2021 which tackles inequality and supports local businesses in partnership with educational establishments and the market
- deliver actions in the skills strategy, specifically prioritising those that support the economic recovery from Covid 19 by December 2021
- champion BCP Council's commitment to increase the number of apprenticeships, particularly for care leavers, across Bournemouth, Christchurch and Poole by March 2021.

► Develop sustainable infrastructure

SDG 4 / 8

We will:

- develop and adopt a new BCP Council Local Plan by April 2023
- deliver the relevant parts of the transforming cities fund programme by 2023
- adopt a Local Transport Plan by 2023
- implement an interim sustainable travel strategy for BCP Council staff by June 2021
- implement a series of strategic car parking adjustments by December 2021.

► Support our businesses to operate more creatively

SDG 9

We will:

- work with the Dorset Local Enterprise Partnership and other stakeholders to deliver the Local Industrial Strategy by March 2022
- work together with universities and businesses to create paid placements and internships by March 2021
- work together with universities, colleges and businesses to use research to inform the creation of new products and services
- promote the government's Research and Development tax credits to businesses, helping to increase innovation rates.

► Create a 21st century digital infrastructure

SDG 9 / 17

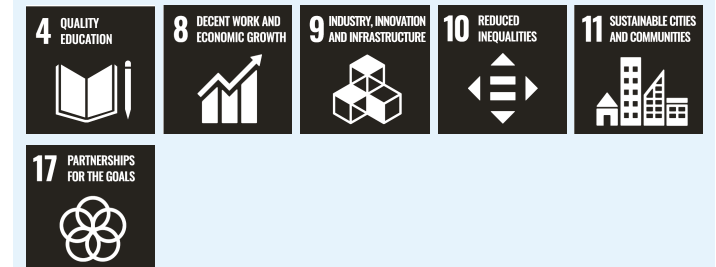
We will:

- deliver the Smart Place Investment Plan by April 2021
- deliver a series of smart place initiatives by December 2021
- promote availability of fibre-based connectivity to all residents and businesses by December 2022.

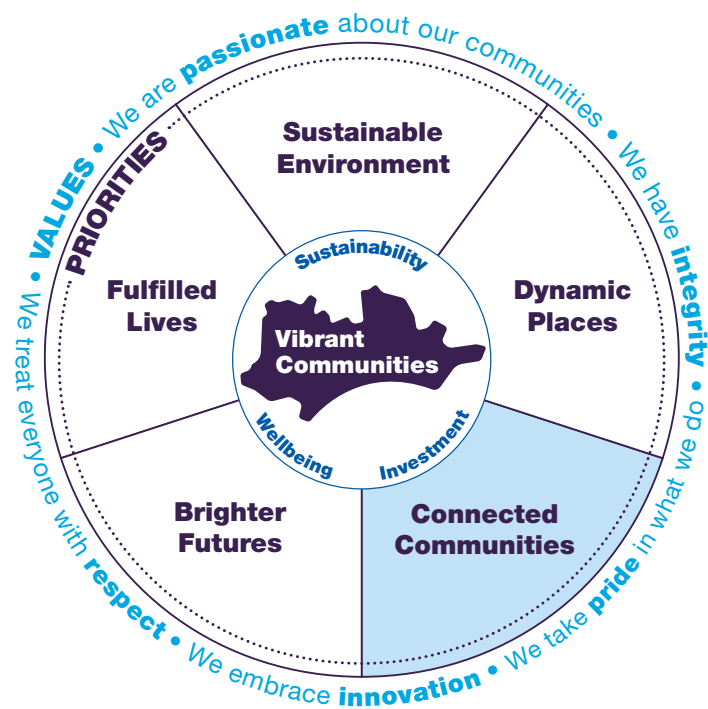
Measures of success

- **Development:** increase BCP Council investment portfolio income
- **Development:** gross development value generated by Bournemouth Development Company
- **Economic Development:** number of businesses
- **Economic Development:** footfall in the three town centres
- **Economic Development:** number of businesses receiving support from the council per quarter
- **New Homes:** completed homes on council owned land year to date
- **New Homes:** total number delivered year to date
- **Planning:** major applications determined on time
- **Planning:** minor applications determined on time
- **Planning:** other applications determined on time
- **Skills:** percentage of higher-level qualification (NVQ4 and above)
- **Smart Place:** jobs created as a result of the programme
- **Smart Place:** number of enquiries relating to business investment through the programme
- **Sustainability:** percentage of journeys undertaken by sustainable modes
- **Tourism:** visitor spend per head to resort

Sustainable Development Goals (SDG)



Connected Communities



Empowering our communities so everyone feels safe, engaged and included

Strengthen the cultural identity of our towns and places

SDG 11

We will:

- promote and encourage a sense of belonging by recognising and celebrating the historic traditions and identities of each town
- ensure strengthening the cultural identity of local communities is embedded throughout the BCP Council Local Plan by April 2023
- build on the findings of the Cultural Enquiry to develop a Cultural Compact and a Cultural Strategy that supports community arts and culture by December 2021
- develop a library strategy which reflects the diversity of local communities and aspires to create neighbourhood hubs by end of 2021
- ensure strengthening the cultural identity of local communities is embedded throughout the BCP Council Local Plan by April 2023.

Respect and engage with our diverse communities

SDG 6 / 10

We will:

- integrate the Armed Forces Covenant into decision-making processes, supporting the wider delivery of the Covenant Action Plan, by March 2022
- develop a BCP Council-wide community engagement strategy by end of July 2021
- develop a single policy for the management of publicly accessible toilets across the BCP area by December 2021
- support the most vulnerable in our communities during the Covid 19 pandemic through the Together We Can Community Response
- work with our communities to support recovery following the Covid 19 pandemic by taking an asset-based approach.

Encourage intergenerational interactions

SDG 4

We will:

- work across public, private and voluntary sectors to develop mentoring programmes which encourage intergenerational interactions and enable the sharing of skills and experience, by March 2022.

Reduce loneliness and isolation

SDG 1 / 3

We will:

- work with partners to develop projects using technology to reduce social isolation through the Smart Places Programme.

Ensure our communities feel safe

SDG 8 / 11

We will:

- work with partners including Dorset Road Safe to reduce the number of persons killed or seriously injured on the highway by 40% by 2030
- 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 July 2021
- develop a Domestic Abuse Strategy by May 2021
- develop integrated domestic abuse services for victims and perpetrators by March 2022
- continue to deliver an action plan to tackle rogue traders who target vulnerable people in their homes.
- develop a CCTV Strategy which seeks to secure the sustainability of our CCTV systems as a key means of preventing and detecting crime and disorder by March 2022.

Empower a thriving voluntary and community sector

SDG 11

We will:

- streamline the Community Asset Transfer process
- develop a Voluntary and Community Sector Strategy which enables a thriving, sustainable and dynamic voluntary and community sector to help improve the lives of individuals and communities across the BCP area by July 2021
- work with community associations to ensure the long-term sustainability of community centres across the BCP area by March 2022.

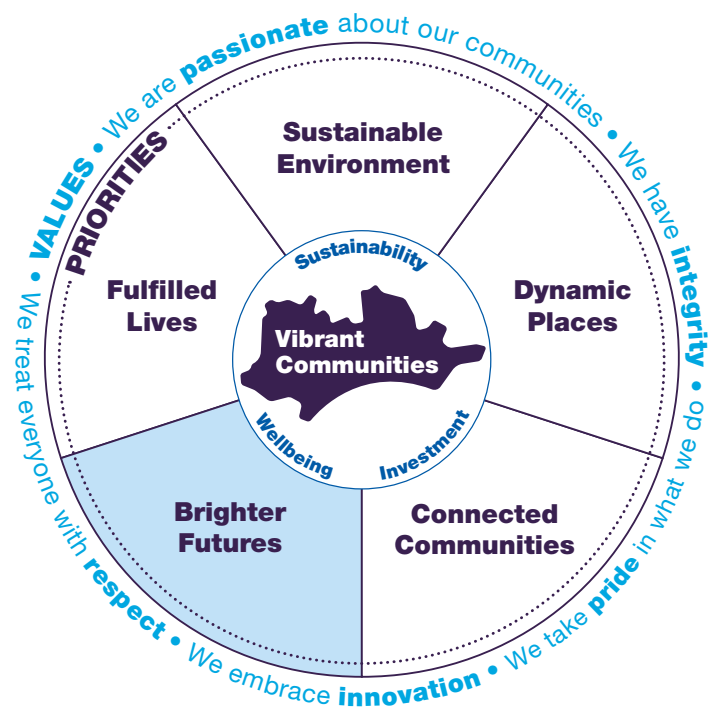
Measures of success

- **Culture:** number of people experiencing cultural activities
- **Engagement:** number of clients supported by Citizen's Advice BCP
- **Engagement:** number of community and voluntary sector organisations supported by Community Action Network
- **Engagement:** number of issues supported by Citizen's Advice BCP
- **Engagement:** number of new community and voluntary sector organisations supported by Community Action Network
- **Libraries:** engagement in events and activities held
- **Libraries:** number of events and activities held
- **Museums:** number of visits
- **Safety:** levels of anti-social behaviour
- **Safety:** levels of serious violent crime
- **Safety:** perceived fear of crime - across the BCP area and in targeted neighbourhoods
- **Safety:** reduce risk to most vulnerable victims of domestic abuse

Sustainable Development Goals (SDG)



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:

- ensure that all children and young people have access to a range of high quality, local and inclusive early years, primary, secondary and post-16 education through supporting and robustly challenging local providers and stimulating growth of educational opportunities
- ensure that all children are able to achieve the best possible outcomes, and are not subject to an attainment gap with their peers through working with education providers to arrive at an inclusive and targeted approach that meets needs
- work with schools to ensure that they are inclusive, meet the needs of all children and have the appropriate skills to address behaviours that might otherwise lead to an exclusion
- increase the range of high-quality opportunities for young people to progress onto education, employment and training, and subsequently enter to the workforce, through the development of a broad post-16 curriculum offer, apprenticeships and joint work with local businesses

- better support young people with learning and physical disabilities to successfully transition into adulthood, through broadening the range of - and access into - education, employment and supported living opportunities.

► Be aspirational for our children in care

SDG 3 / 10

We will:

- help children in care live better lives and have greater certainty about their futures by improving the robustness, timeliness and impact of permanence planning
- improve the quality of care for children in care and when they leave care to have solid education, housing and family networks that take them in to their 20's and beyond
- have a great foster care offer in place for children in care that keeps them close to their school, friends and family network by recruiting a range of carers e.g. therapeutic foster carers, bridging foster carers, and foster carers for sibling groups
- have a high performing Virtual School that champions and shows ambition for children in care resulting in them getting a good education that leads them into apprenticeships and work placements
- ensure that the health needs of children in care are assessed on time and when they need a health service e.g. mental health, it is quickly in place and their needs are addressed
- improve housing options for care experienced young people by working with housing colleagues on the strategic implementation of the 16 – 18 housing offer.

► Support parents and guardians to care for their children well

SDG 1 / 2 / 3 / 4

We will:

- support children and young people to live within their own family environment by increasing the range of support services available in the community
- effectively evaluate the need for targeted services to children and families and respond to families in crisis by improving the quality and consistency of our assessments
- ensure more children and families are supported through early intervention leading to reduced numbers of children in need
- improve the quality of outcome focused practice through implementation of the signs of safety model of social work

- achieve a better understanding of the experience of children and families and the quality of the services we provide by improved quality assurance and seeking out the views of children, young people and their families.

► Prevent harm through early intervention

SDG 3 / 5 / 16

We will:

- improve outcomes for all children and young people by effectively addressing the concerns that were raised by Ofsted in their November 2020 focused visit
- ensure risk is appropriately identified and measures put in place to mitigate it by improving the quality of our social care, and early help assessments of need
- help young people enjoy their adolescent years by supporting them to become valued members of society, developing their knowledge and skills, learning to manage their emotions and relationships, and acquiring attributes and abilities that will be important as they become young adults
- tackle all forms of child exploitation, including County Lines, early and effectively through preventative initiatives and effective cross Council working and collaboration with partner organisation such as the police
- tackle all types of abuse and neglect through multi agency system leadership, in the planned work of the Safeguarding Partnership, and the broader work of the Children and Young People's Partnership Board
- develop a BCP Council Housing Strategy which addresses the needs of vulnerable young people and their families by July 2021.

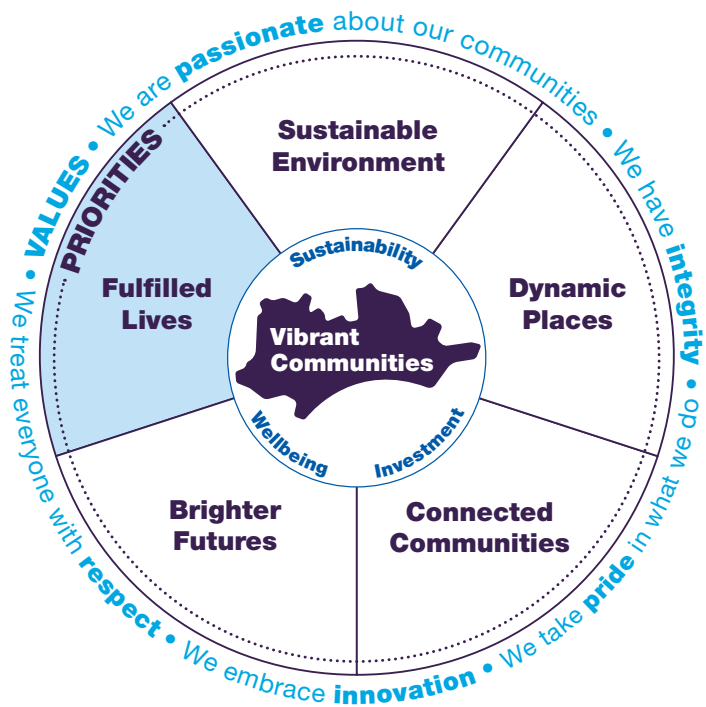
Measures of success

- **Early Help:** number of children and families accessing effective early help and preventative services
- **Education:** reduce attainment gap and improve learning outcomes for vulnerable groups at all key stages
- **Education:** reduction in exclusions and absences from education settings
- **Education:** increased % of good to outstanding education providers
- **Social Care:** timeliness of assessments
- **Social Care:** timely decisions and effective plans
- **Social Care:** number of children in care with permanence and parallel plan in place
- **Social Care:** increase number of local foster carers

Sustainable Development Goals (SDG)



Fulfilled Lives



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

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

We will:

- implement new Liberty Protection Safeguard legislation by April 2022
- 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 can 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 physical activity amongst the over 55's, focusing on deprived communities, through LiveWell Dorset, aiming for a minimum of 1,000 per year for each of the three years

- increase leisure provision and residents' leisure discount schemes to enable greater participation in activities by end of 2021
- increase the proportion of people with dependency successfully accessing alcohol and drug treatment services by March 2023
- improve parental and family mental health by identifying families needing additional support via the 0-5 year mandatory checks
- improve the provision of smoking cessation services focusing on areas with the highest prevalence and need, through the LiveWell Dorset service
- work with partners and communities to address food insecurity by March 2023
- promote positive health including mental health within our communities and partners by March 2023
- as part of a commitment to partnership working on suicide prevention, implement a BCP Council strategy and action plan through to March 2023.

► 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 2022
- continue 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:

- continue to 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 September 2022
- work with the NHS to increase the numbers of carers receiving personalised support and services by September 2022
- increase the availability and options for time out and short breaks for carers by September 2022
- improve the accessibility, quality and range of information available to young carers to increase take up of the services available to support their needs.
- recognise the needs of staff members who are carers within BCP Council's conditions of employment by 2022.

► **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 support 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 strategies, including care home and extra care strategies, 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, through the Homefirst programme, 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 by April 2021 and implementing the associated action plan jointly with our many partners
- utilise government funding to maximise homelessness 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 wellbeing, 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 isn't a first language

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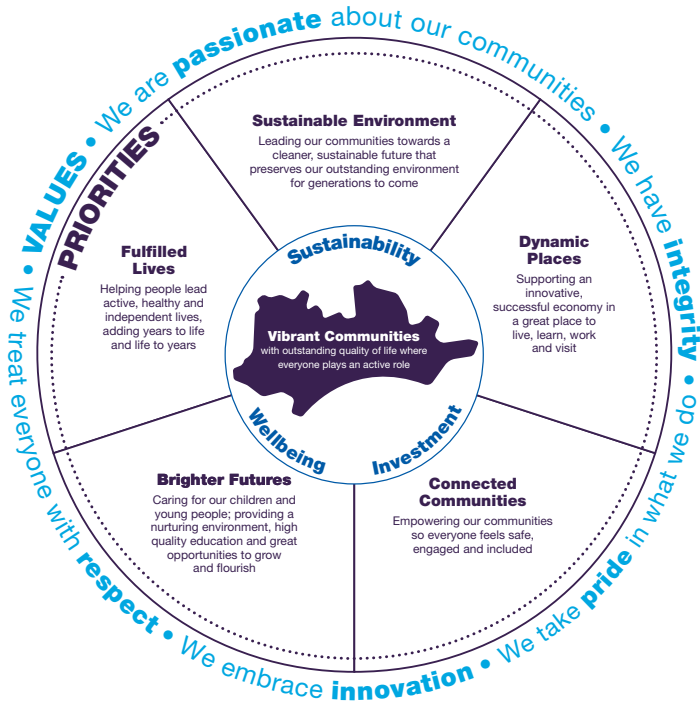
Measures of success

- **Adult Care Services:** percentage rated good or outstanding by the Care Quality Commission
- **Adult Carers:** percentage receiving info/advice or another service after an assessment
- **Adults Learning Disabilities:** percentage in settled accommodation
- **Adults Learning Disabilities:** percentage in receipt of support and services in employment
- **Adults Mental Health:** percentage of adults in receipt of support and services in employment
- **Adult Safeguarding:** percentage reporting reduced risks as a result of an enquiry
- **Drug and Alcohol Treatment:** percentage of people completing treatment successfully for primary alcohol issues
- **Drug and Alcohol Treatment:** number of people with dependency accessing the service
- **Housing:** percentage of positive outcomes for care leavers under 25 achieved on time
- **Housing:** percentage of positive outcomes for families with children achieved on time
- **Housing:** number of homeless households in bed and breakfast
- **Housing:** number of people rough sleeping at latest street count
- **Housing:** percentage of positive outcomes for eligible applicants achieved on time
- **HR:** Apprentices employed by BCP Council
- **Skills and Learning:** percentage of all learners who live in a bottom 25% Indices of Multiple Deprivation ward
- **Skills and Learning:** Further Education Choices Learner Satisfaction Rates
- **Skills and Learning:** Learner Achievement Rates
- **Transport:** ease of access of all (as determined by the National Highways Transport survey results)

Sustainable Development Goals (SDG)

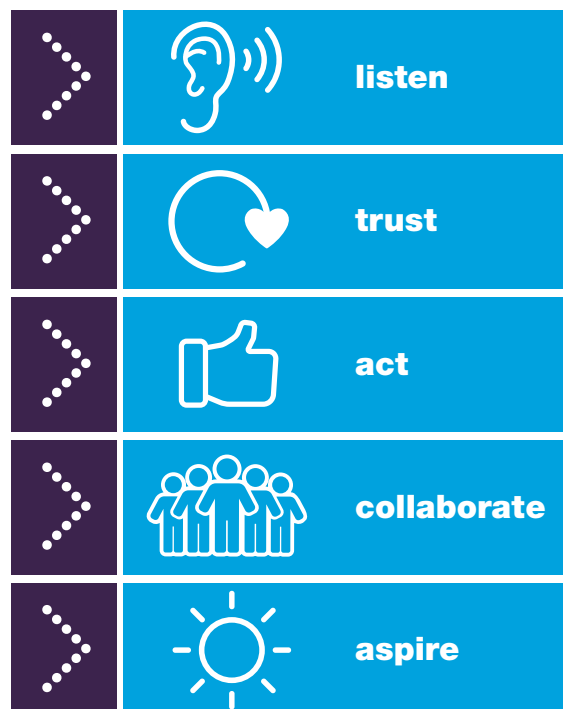


Modern, accessible, accountable council



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Our Behaviours



► **Modern council** SDG 5 / 10 / 12 / 16

SDG 5 / 10 / 12 / 16

We will:

- complete the review and harmonisation of all our major service strategies and policies by 2022
- implement our new operating model in 2021, agreed by Cabinet in 2020, and invest in new technology and ways of working so residents and customers have better services
- following the commitment to develop a BCP Council Civic Centre, 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
- adopt a Digital Strategy in 2021 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
- 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
- continue to implement our People Strategy to support modern working practices and improve staff physical and mental wellbeing
- embed our values, behaviours and new working practices through our Behaviours Framework to support cultural transformation during 2021.

► **Accessible council** SDG 5 / 10 / 12 / 16

SDG 5 / 10 / 12 / 16

We will:

- adopt an inclusive 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 in 2021
- ensure that the design of any new facilities meets "Best in Class" standards to provide ease of access to services and employment
- develop a Communication Strategy and an accessible Communication Plan in 2021, with clear responsibilities for supporting equality and diversity
- continue to develop and improve technology to allow live streaming and remote participation for all public meetings
- complete the development of a single accessible BCP Council website, and close legacy websites by September 2021

- achieve the 'excellent' level of the Equality Framework for Local Government by 2023
- standardise our approach to the collection of equality monitoring data in line with the requirements of the Public Sector Equality Duty by September 2021
- improve the percentage of equality data collected from our customers and staff and ensure it is used to inform equality impact assessments and council decision-making processes
- 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

SDG 5 / 10 / 12 / 16

We will:

- continue to review BCP Council's Constitution and decision-making processes and implement changes in 2021
- consider opportunities to improve local community engagement and accountability for service delivery
- proactively engage our communities to inform policy and future decision-making via regular residents' satisfaction surveys, utilising digital tools to engage with new audiences.
- utilise Lead Member roles and Member Champions to engage with identified priority groups
- plan and prepare for a peer review by the Local Government Association in financial year 2021/22.

Measures of success

- **Communications:** number of website views
- **Communications:** total number of BCP Council corporate account social media followers
- **Communications:** total number of BCP Council email news subscribers
- **Customer:** percentage of all interactions raised by online portals
- **Customer:** residents' levels of trust in BCP Council
- **Customer:** residents' satisfaction across all services
- **Equalities:** percentage increase in the equality data collected across services and from staff
- **Finance:** percentage of business rates collected
- **Finance:** percentage of council tax collected
- **Finance:** percentage of successful grant applications
- **HR:** percentage of employees completing development training
- **HR:** percentage of employees completing mandatory training
- **HR:** diversity of workforce - at all levels in comparison to BCP area demographics
- **HR:** employee engagement levels
- **HR:** employee sickness absence levels (days)

Sustainable Development Goals (SDG)

