

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 21st 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 this updated Corporate Strategy for BCP Council, which, together with the Big Plan 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 Councils Big Plan sets out the vision for the place of BCP, as the UK's newest coastal city region, picking up many of the aspirational themes for the place from the original drivers behind Local Government Reorganisation in 2019.

Covid 19 has undoubtedly had a huge impact on the delivery of our plans, but the aspirations remain constant. The council has made good progress against its priorities and how it responded and will continue to respond to the pandemic.

Delivery plans describe how the council will deliver the priorities of the corporate strategy over the coming months and how we will monitor and measure success. In addition to the delivery plans there are five major concepts that make up the Big Plan, which will deliver major changes across our whole area.

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

This corporate strategy, underpinning the Big Plan form the golden thread linking service, team and personal performance to the council's priorities. They lead the council's approach to personal and performance management and together influence the allocation and distribution of resources, ensuring that the organisation commits its limited resources to support the agreed priorities and objectives.

BCP Council

BCP Council is one of the UK's newest local authorities and the 10th biggest urban authority in England, currently serving a population of approximately 400,000 which is expected to continue to grow. With this comes increased demand for council services against a backdrop of unprecedented challenges that has seen core funding for local services continued to decline, with more resources raised locally, which requires a thriving local economy and engaged communities.

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 and this council, together with the Strategic Implementation Partners, will continue to deliver the far reaching, transformation programme.

This corporate strategy sets out the extensive range of work that we are undertaking to become a modern accessible and accountable council. Working through a pandemic has shown that we can work differently. We have been able to accelerate some elements of our transformation programme but it remains a hugely ambitious agenda. As part of the programme we will review everything we do and how we do it to ensure that we provide services and facilities efficiently and effectively, in a way that is modern, affordable and sustainable.

As well as delivering efficiencies the transformation programme, which is a key delivery element for both the Big Plan and the corporate strategy, will 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 an internationally renowned destination and 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 the Council passed a motion to formally declare a climate and ecological emergency and in December 2019 adopted a draught climate action plan. The public has since been asked to join the climate action conversation and to contribute to an ideas board to agree the priority actions.

The corporate strategy and its supporting performance management framework will align to both the United Nations Sustainable Development Goals (SDG) and the Levelling Up Goals **developed through the Social Mobility Pledge**. The SDG are a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all. The Levelling Up Goals take their inspiration

from the SDG, but are focused on the UK, providing a framework for organisations to articulate their purpose and the social impact they are seeking to achieve. Both are embedded throughout the delivery plans that make up this corporate strategy

The delivery plans include several actions and activities to address poverty and other deprivations whilst implementing strategies that improve health and education, reduced 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 is as good as or better than the national average and levels of life satisfaction are also good. However, there are areas of contrast which includes some of the most affluent and deprived areas in the country.

Although unemployment levels across the conurbation have tended to be lower than national levels the BCP area has proportionately more jobs in sectors that were at risk during the covid lockdowns, including accommodation and food services, retail and the arts, entertainment, and recreation.

Local people and businesses still face many challenges including a relatively low wage economy, shortage of affordable housing and the need for high levels of education and skills in some sectors.

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.

BCP Council recognises that culture is an integral part of our lives contributing to learning health and well-being, economic and social regeneration, placemaking and community cohesion.

The Council also recognises that the profile of our communities is changing, and we remain 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 and we serve an increasingly diverse population. The council wants to ensure fairness to everyone through the planning and delivery of services. This is demonstrated by the equality and diversity commitments contained through council strategies and plans and in the equalities footprint, adopted by Cabinet in July 2021.

Journey So Far

Sustainable Environment

We have continued to respect and protect the local areas best natural features including the coast, internationally designated environments and green belt. We have balanced the councils commitment to reduce the impact of climate change with the challenge of meeting the identified need for new homes, jobs, infrastructure, amidst a global pandemic where more people were using our beaches and open spaces.

We:

- made active travel improvements to encourage more walking and cycling and provided over 2,000 additional places on our bikeability courses to create a safer environment during the pandemic
- committed to investing over £102M in 78kms of cycling and walking infrastructure and put in additional bus service improvements
- extended the Beryl bike share scheme into Christchurch and launched an e scooter share trial
- provided safer routes to schools with six new crossings
- increased refuse bin provision and collections and manual collections where refuse vehicles struggled with access to help keep our beaches and public spaces clean
- established a sustainable procurement strategy and policy
- integrated the UN Sustainable Development Goals into our corporate performance management framework
- adopted a zero carbon workplace charter
- built four new timber groynes and replenish the beach
- enhanced facilities at Shore Road Beach and stabilised cliffs above Canford Cliffs Beach
- secured £12.5M funding towards the flood defence scheme for Poole town centre
- completed two sites of alternative natural green spaces at Upton Country Park and Canford Park and are about to open up Throop Nature Park
- were awarded 23 green flags for outstanding parks and open spaces and were awarded more blue flags for our beaches than any other UK authority
- received more than £800K to improve the energy efficiency of local homes
- began works on the Durley Environmental Innovation Hub
- developed an event sustainability policy to help event organisers to make their events more sustainable

Dynamic Places

We rose to the challenges presented by COVID and have continued to work towards creating a world class city region, seeking to be one of the best coastal places in the world in which to live, work, invest and play.

We:

- provided support for local businesses throughout the pandemic with grants and information
- increased Covid marshal presence at key travel locations, such as train and bus stations to direct the influx of visitors to less busy open spaces
- introduced a resort management plan to ensure we were ready to welcome back visitors and keep residents safe when government guidance changed
- delivered a Reopening High Street Safely initiative following COVID-19 lockdown with social distancing signage, support for businesses and a Re-Discover High Streets campaign
- established the BCP economic recovery task force: a coalition of businesses and organisations responding to need as places and businesses started to reopen
- issued around £1M in discretionary grant funding to over 260 businesses
- developed a programme of activity to help address unemployment with Job Centre Plus, skills providers, and employers
- launched Festival Coast Live - 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 from the pandemic but aims to be bigger, bolder and better
- delivered the TCF to time with first schemes on site
- approved a new outdoor event space outside the Old Fire Station at Holdenhurst Road
- secured funds to restore the local historic character of Poole High Street
- secured £1M cash injection to create a combined activity and learning hub at Kings Park Bowling Club
- showcased our innovative digital credentials at the global online smart city Expo World Congress
- welcomed the first intake of 12 apprentice aircraft maintenance engineers to a new training programme at Bournemouth Airport
- approved plans to progress three new social housing schemes
- approved a £250M new build housing and acquisition investment strategy for the next 5 years and progressing implementation
- completed a major conservation project to transform historic rooms at the Russell Cotes Art Gallery and Museum and began the installation of a new stained glass conservation study studio at Highcliffe Castle

Connected Communities

We have worked with our diverse communities to keep them safe during lockdown and empowered people from different backgrounds cultures and beliefs to create a vibrant place where communities can connect and thrive.

We:

- established the Together We Can Community Resilience response, providing support to residents during the pandemic, with access to food, volunteer support and financial aid
- recruited over 3,000 volunteers to provide support to vulnerable and self-isolating residents
- worked in partnership with Public Health England to launch a contact tracing service for residents testing positive for COVID-19
- established the BCP Community Champions email group with representation from 300 local community champions
- connected the Clinical Commissioning Group with local community leaders through the community champions network to enable Covid vaccinations to take place at mosques within the BCP area
- worked with Dorset Council to support the development of the Trusted Voices project enabling focused work with specific community groups with issues such as vaccine hesitancy
- provided the Community Action network with an additional £10k to further support the community and voluntary sector during the pandemic
- helped the Community and Voluntary sector to access over £1M of covid-related funding
- agreed a partnership approach through the BCP Health and Wellbeing Board for working with deprived communities to reduce inequality
- established the Access to Food Partnership network, linking community food settings across BCP and developing the community food map to reduce food inequality
- continued to develop our Community Equality Champion network to engage with diverse communities
- established the Equality Action Commission to improve the way the council supports Black, Asian and Minority Ethnic Communities
- adopted a community engagement and consultation strategy
- secured £21.7M of government funding for a Boscombe Town Investment Plan
- expanded the Community Safety Accreditation scheme to better tackle street based anti-social behaviour
- completed the integration of CCTV services, increased monitoring hours, helping crime detection and prevention
- funded community projects for new play equipment, a community fridge, a community hall and mental health support through the Community Infrastructure Levy
- reached isolated residents and families through the home library service doorstep delivery scheme and a programme of online library activities

Brighter Futures

We have worked hard since our council was formed to create a new service for vulnerable children and families, which they could be proud of. Whilst we have a long way to go the building blocks for significant improvement are in place. Our children were a priority during the pandemic and we have taken a number of steps to ensure all children were able to access remote learning, families had access to a range of support to ensure children were fed and that vulnerable children were kept safe. Ofsted visited us in October 2020 and again in December 2021. We are responding to their recommendations. We know we must improve rapidly if our services to local children and families are to meet the standards expected of us.

We:

- worked with schools to ensure the safe return to school for all children with the BCP reintegration team supporting children with covid related anxiety to transition back into education
- supported the transition of children into the next phase of their education by running school transition programmes over the summer
- created a Family Investment Fund to help young people with a Covid recovery strategy, with a focus on mental health
- produced materials to support professionals and families with the transition of local authority pupils back into school following lockdown
- supported families to access activities and nutritious food and education during holiday periods
- worked with local higher education providers and the Southern Universities Network to support children from disadvantaged families to access higher education
- agreed a 15 point action Ofsted plan to improve the lives of children
- agreed a 2021/24 Children and Young People's Partnership Plan, which includes a major programme to reduce inequality and improve the life chances of children and young people at risk of disengagement from education, employment, or training
- agreed plans to increase the number of school places available for children with special educational needs
- created an aspirational SEND and Inclusion Strategy
- improved the level of integration of services at the front door so families receive the right response at the right time
- supported members of the Youth Parliament and the work they've undertaken

Fulfilled Lives

We have worked 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 their lives and during the pandemic. When young people and adults have additional care and/or support needs we have enabled them to live fulfilled, independent lives with safety and dignity and supported those who care for friends and families . We continue to be committed to reducing homelessness and rough sleeping and ensuring individuals and families have access to good quality, affordable homes.

We:

- distributed personal protective equipment supplies to over 7,000 organisations during the pandemic
- supported the establishment of testing sites and vaccination centres across the conurbation
- supported many people who were rough sleeping or faced homelessness across the BCP area during the pandemic, using £1.8M
- approved an ambitious multi-agency Homelessness and Rough Sleeping strategy and action plan to prevent and tackle homelessness with multiple projects underway
- developed a local outbreak control plan in partnership with Public Health Dorset, local councils and other partners setting out what we will do to identify and control any potential outbreaks across Dorset
- worked with the NHS to develop the Integrated Care System to address the impact of COVID-19
- used our understanding of the impact the pandemic has had on carers to review how we meet their need when developing the carers strategy
- provided over £4M in financial support from major leisure and cultural facilities to help them manage the significant impacts of the pandemic
- completed a refurbishment of the 2RM Leisure Centre in Christchurch
- agreed a Suicide Prevention Action Plan
- agreed with partners a Health and Wellbeing Strategy
- published a Housing Allocations Policy
- opened a new supported living scheme in Southbourne
- set a consistent Adult Social Care charge across the whole of Bournemouth Christchurch and Poole

Modern, Accessible and Accountable Council

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 21st century lives and this became incredibly important during the pandemic. We also believe that the way the council makes decisions should be clear and easy for people to engage with.

We:

- supported over 5,000 colleagues across the council to adapt to remote and new ways of working with the speedy roll out of laptops to enable continued service delivery during the pandemic
- supported remote working by launching Microsoft Teams and underpinned this with a Team Champions network of hundreds of upskilled colleagues
- ensured the delivery of vital frontline services in response to the pandemic by re-directing and supporting staff to frontline services
- sought the views of staff across the council through employee engagement surveys, listened to their views on the impact of home working which has informed the smarter ways working programme and supported the ongoing estates and accommodation review
- introduced an Employee Assistance Programme providing confidential support for all staff for personal and professional issues, to promote staff health and general well being
- introduced new decision-making arrangements for the conduct of virtual council meetings, broadcast live via YouTube enabling wider community engagement
- created a cabinet+ approach to decision making and policy development for the council
- adopted an Equality Footprint which will ensure equality and diversity is at the heart of the council and its decision-making processes
- introduced independent Equality Impact Assessment Panels to ensure we pay due regard to the public sector equality duty throughout decision-making processes
- held staff and community equality Q&A sessions led by the lead member for equalities and the chief executive
- accelerated the refurbishment of Bournemouth Town Hall to become the BCP Council Civic Centre and reduce the cost of our property estate
- opened the first BCP Council Hub and library in Christchurch
- developed a staff recognition process called our stars for colleagues demonstrating one or more of our values and behaviours
- awarded the contract for the Strategic Implementation Partner to support the council in delivering our exciting and ambitious Transformation Programme
- brought forward a Smarter Structures project to help create a modern, efficient, and cost-effective council
- hosted a LGA Corporate Peer Challenge to
- engaged with over 30,000 people through a range of consultations and surveys, including the first resident satisfaction survey for BCP council

Covid Recovery Summary

The covid 19 pandemic presented **significant and wide-ranging challenges** for BCP Council to support its community and maintain essential services.

Frontline teams such as social care, refuse and street cleansing, parks and sea front, environmental health and enforcement, actively supported measures to **keep individuals and the communities safe**.

Other specific covid initiatives and responses are set out in the preceding pages.

The council was immensely proud of the way its staff responded and continues to respond to the challenges and ongoing impacts of trying **to sustain vital frontline services** during a pandemic. Staff have adapted to different ways of working, they continuously inform, engage with and protect our communities, and carry-on delivering business as usual whilst managing a backlog of business.

Whilst covid has inevitably impacted on business as usual, particularly those dependent on public access such as libraries and museums, the council has **continued to meet its statutory requirements** to a significant degree.

The financial position of the council was significantly affected both through lost income and by additional costs in responding to the pandemic. However tight governance remains in place to manage the budget position through close monitoring and scrutiny.

There have been many unprecedented changes presented by COVID-19 over the last year which have required changes to how we live, learn, work and play. In addition to the health implications of the virus, there have also been other negative impacts, from the measures taken to combat it.

Lockdowns and the associated isolation have had a significant impact on the **mental health** of the population and had an as yet, unmeasured impact on the other illnesses that have not been treated due to the prioritisation of covid patients. There is a risk of the pandemic will permanently increase health and other inequalities due to the disproportionate impact on certain groups.

However not all of the changes are negative and some are likely to be permanent, particularly those that are technology related such as remote working and online shopping. **People's behaviours have changed**. They've become more active, travel differently, there has been an increase in shopping locally and in the awareness of the quality and the provision of parks and open spaces.

The council wants to harness the positive outcomes by improving the High Street offer and continuing with the **Transforming Cities Travel programme** to encourage more active travel and reduce the pollution associated with travel.

The community spirit that has encouraged significant numbers to volunteer and community groups to form to support the covid effort will continue to be used as the councils **Together We Can** initiative will continue.

At the outset of the pandemic it was quickly recognised that certain geographies and certain populations were more at risk. These risks varied from the health risks of the disease itself to the impact on local businesses and the wider economy due to the lockdown restrictions. Those likely to be more vulnerable to the disease include the over 50s, those with underlying health conditions, ethnic minority populations and those working on the frontline in the health and care sector.

The lockdowns and social distancing requirements to keep everybody safe have also had **economic and social impacts**. These include risks to vulnerable children and more widely to children's education, increased risks to those threatened by domestic violence, more people at risk of poor mental health and social isolation, risks to those in the private rental sector and on low incomes, impacts on local businesses and in turn their supply chains and staff, and job insecurity for those who were self-employed, working in the "gig" economy and seasonal workers.

Although the government introduced schemes to mitigate some of the economic risks including the furlough scheme, self employed income support scheme, business rate relief, protection to those in the private rental sector and mortgage holidays, it's inevitable that a global pandemic will require significant work to understand and solve the long term impacts. It is recognised that the huge impact of the pandemic has changed the structure of the economy and will have **a lasting change on the way we live** both locally, nationally, and internationally.

Some positive changes brought about by COVID-19 include technological and medical advances which have helped both in terms of protecting us from the virus and enabled us to carry on working.

The pandemic also encouraged communities **to work together** to support those needing help. Charities and voluntary groups such as food banks have provided a crucial service during the pandemic while charities themselves struggled as many of their fundraising avenues were closed to them.

The Council now needs to capture learning, to build on positives, respond to impacts on community groups, build on **strengthened partnerships** and increased volunteer capacity, address the backlog in services and be vigilant to future outbreaks stop

Future outbreak management plans are in place and the next few pages which include the delivery plans that make up this corporate strategy set out just some of the steps the council will continue to take to **manage the legacy**, learning and ongoing impact of COVID as it develops and delivers its services stop

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 and practices

- embed sustainability in BCP Council's new ways of working and corporate asset management planning work to achieve our stretching net zero carbon targets
- bring together our Council Housing assets and agree a Council Housing sustainability strategy and delivery programme by April 2023

Protect and enhance our outstanding environment

- progress the shoreline management plan for Poole Bay and establish a shoreline management plan for Christchurch Bay by end of 2022
- implement the Poole Bay Beach Management Strategy and delivery scheme between 2020-2030
- create a new Seafront Strategy and delivery programme by December 2022
- deliver the Cleaner actions within the Cleaner, Greener Safer programme to improve local environmental quality across the conurbation, by April 2023

Develop an eco-friendly and active transport network

- develop a BCP Walking and Cycling Strategy 2022 -2035 and set out a plan to expand cycle network and storage facilities at major destinations, by the end of 2022
- deliver the Transforming Cities Fund sustainable travel initiatives

Tackle the climate and ecological emergency

- deliver on the targets in our climate and emergency action plan
- deliver the Greener actions within the Cleaner, Greener Safer programme to support climate and ecological action, by April 2023

- define the ecological emergency, and develop an action plan to reverse ecological decline, by April 2023
- procure all council electricity from zero carbon renewable sources by 2022
- install energy saving and renewable energy measures in retained council buildings whenever they are being refurbished or improved.
- investigate the use of developer contributions to fund climate change measures during 2022
- unify household waste, recycling and food waste collections across the area to increase recycling and reduce residual waste, by April 2023
- complete the development of the Durley Chine Innovation Hub during 2022

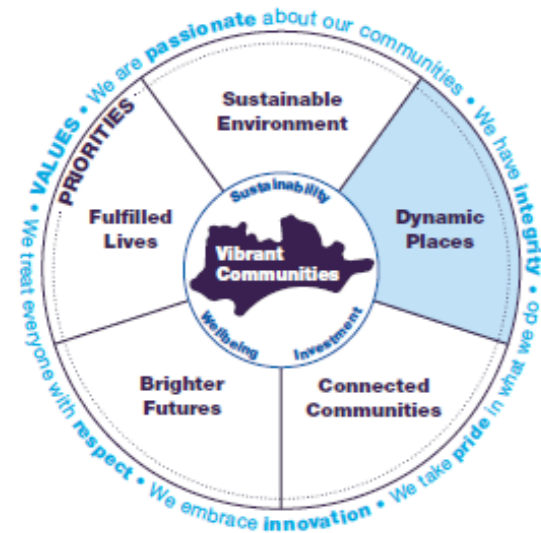
Promote sustainable resource management

- develop a BCP Council waste strategy in line with the national waste strategy government timelines
- review street cleansing services to noticeably improve the quality and cleanliness of the street scene, by December 2022

Maximise access to our high quality parks and open spaces

- develop a green infrastructure strategy to manage parks, recreation grounds, beaches and open spaces by June 2022
- develop key lessons from the enhanced summer response in 2021 and integrate into mainstream services for 2022 and beyond
- develop a single policy and practice for the management of high-quality publicly accessible toilets across the BCP area October 2022

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

- develop and deliver an action plan to improve the attractiveness and vitality of each of our 19 town centres and high streets during 2022
- progress the key Poole investment projects in the Heart of Poole, the Town Centre, the area between the bridges, Poole Quay Carter's Quay
- determine the future of the Winter Gardens scheme and, during 2022, set out a strategy for delivery
- determine the desired outcome from the redevelopment of the Bournemouth International Centre during 2022 and set a strategy to deliver it
- extend the multi-agency seasonal response to an annual provision by April 2022, to ensure our residents and our visitors can enjoy our place

Invest in the homes our communities need

- agree the additional specialist supply of housing required and a delivery plan by April 2023
- progress development sites to delivery additional extra care housing in line with the approved Extra Care Strategy by April 2023
- finalise masterplan and determine phased delivery approach for Holes Bay former power station to provide 830 new homes by end of 2023, including identification of potential meanwhile uses
- bring forwards the pipeline of Council owned new build sites to deliver much needed additional housing with c£233M council investment over 5 years
- deliver the acquisition of an additional 250 existing properties for rent by the council including £45M of council investment over 5 years

Create a sustainable, vibrant and inclusive economy

- work to develop and improve the Council's Planning Service so that it better supports business growth and regeneration during 2022
- build on the success of Festival Coast Live and deliver a vibrant events and festivals programme, engaging across the cultural sector and sustains our core tourism offer

Increase productivity through skills development

- create a Skills Strategy by December 2022 which tackles inequality and supports local businesses in partnership with educational establishments and the market
- deliver the actions in the skills strategy, specifically prioritising those that support the economic recovery from Covid 19 once published
- target care leavers, disadvantaged boys, and young people with the greatest barriers to learning and work to join apprenticeship schemes to maximise their opportunities

Develop sustainable infrastructure

- develop and adopt a new BCP Council Local Plan that drives sustainable development by April 2023
- use the transforming cities fund programme to radically improve sustainable transport options for local communities by 2023
- provide a new Local Transport Plan to further help towards more sustainable travel behaviour by 2024

Support our businesses to operate more creatively

- continue to identify and utilise available funding to support our local business support organisations to deliver events focusing on creativity and innovation

Create a 21st century digital infrastructure

- deploy fibre, 5G and Public WIFI networks through the Boscombe Town Fund Deal Digital connectivity project by March 2024

Connected Communities



Empowering our communities so everyone feels safe, engaged and included

Strengthen the cultural identity of our towns and places

- support the newly formed Cultural Compact to build on the findings of the Cultural Enquiry to develop a Cultural Strategy that supports community arts and culture by December 2022
- establish the destination branding including 'Beyond the Beach', 'Escape the Everyday' and 'Coast with the most' to support the Future Places and Destination strategies
- develop a library strategy which reflects the diversity of local communities and creates neighbourhood hubs, improving resident's access to services by 2022

Respect and engage with our diverse communities

- integrate the Armed Forces Covenant into decision-making processes, supporting the wider delivery of the Covenant Action Plan, by March 2022
- implement the year one actions in the BCP council wide Community Engagement and Consultation Strategy by October 2022
- develop a youth strategy with children, young people and partners by March 2022
- support recovery following the COVID-19 pandemic by taking a strengths based approach to working with communities by June 2022
- agree and implement an enhanced council housing management service in line with national good practice and codesign with resident by April 2023

Encourage intergenerational interactions

- 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

- develop a strategic plan for day opportunities by September 2022, modernising the approach to daytime activity for people with care and support needs, including those who are socially isolated

Ensure our communities feel safe

- deliver the Safer actions within the Cleaner, Greener Safer programme to improve and promote public safety in our towns and places by April 2023
- expand our Community Safety Accreditation Scheme by June 2022 to improve and promote public safety and tackle anti-social behaviour
- 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 March 2022
- work with partners to implement the year 1 actions of the BCP Community Safety Partnership's Preventing Domestic Abuse Strategy by April 2023
- work with partners to deliver an Anti Social Behaviour Strategy to prevent and reduce the impact of ASB in BCP, by September 2022
- develop integrated domestic abuse services for victims and perpetrators by March 2022
- embed the seasonal response enhancements for frontline services by April 2022
- develop a partnership and information sharing protocol with Dorset Police to tackle doorstep crime and fraudulent activity by June 2022

Empower a thriving voluntary and community sector

- Implement the year one actions in the BCP Voluntary and Community Sector Strategy and Volunteering Strategy by October 2022
- Work with community associations to ensure the long-term sustainability of community centres across the BCP area by December 2022

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

- achieve 100% sign up of all providers in BCP to an inclusive education standard by September 2023
- transform SEND provision through the delivery of the Written Statement of Action by July 2023
- create additional special school place capacity, aligned with expanding the SEND capacity of mainstream schools, by September 2023
- reduce attainment gaps for disadvantaged children, especially where exacerbated by Covid, measured annually against the 2021 baseline.
- implement plans to balance the High Needs Block spend against budget by March 2023.
- reduce permanent exclusions to 0.1% or below, and reduce fixed rate exclusions to 5.36% or below, by March 2026 by working with schools to ensure they have the appropriate skills to address behaviours and the support from other relevant agencies to prevent exclusions
- implement measures which ensure that we have no “unknown” NEET’s by March 2023
- reduce local levels of Not in Education, Employment or Training (NEETs) towards the current national average of 11.5% by March 2023

Be aspirational for our children in care

- improve the learning outcomes for children in care, ensuring that their attendance at a ‘Good’ or ‘Outstanding’ school is at least 95%, by March 2024
- increase the percentage of children with permanence plans by their second LAC Review from 92% to 100%, by Sept 2022
- ensure there are sufficient suitable local placements to meet the needs of children in care so they can be close to school, friends and family networks if it meets their needs and be below the national average of out of borough placements of 16% by Sept 2022
- have a high performing Virtual School that champions and shows ambition for children in care and reduces the number that are NEET at or below the national average of 11.5% by March 2024

- ensure that all health and education assessments for children in care are completed on time, from September 2022
- ensure proactive work which secures suitable planned housing options for care experienced young people reaching 18 and increases the pathway by at least 20 additional homes

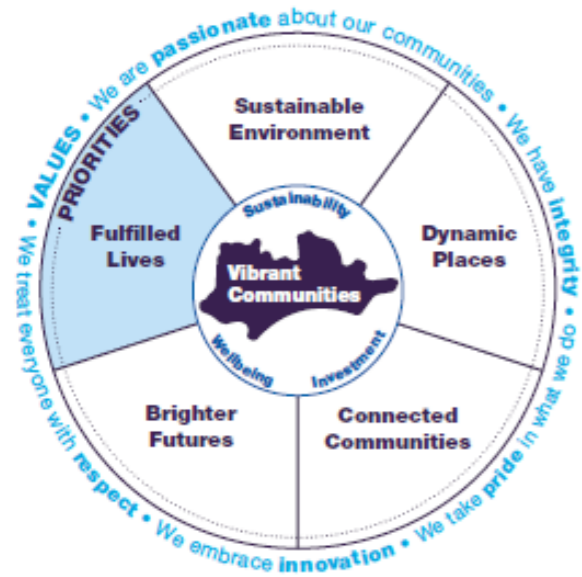
Support parents and guardians to care for their children well

- develop local activities funded by the Holiday Activities and Food Fund grant aimed at children who are eligible for free school meals and other vulnerable children by July 2022
- roll out the £1M BCP Family Investment Fund providing help for children and families to make up lost ground and restore ‘lost childhoods’ to viable schemes by March 2023
- improve the number of good and outstanding assessments for children and families in crisis, showing continuous % improvement through quarterly auditing, by September 2022

Prevent harm through early intervention

- complete the pilot of a ‘whole school approach’ to mental health and wellbeing and determine the way forward by September 2022
- help young people to Prepare for Adulthood by improving the ‘developing independence skills’ learning offer and by strengthening the working relationships between adult and children services by March 2023
- support young people in their readiness to access apprenticeships and future employment in addition to increasing the apprenticeships offer by March 2023
- proactively tackle all forms of child exploitation, including County Lines, early and effectively through preventative initiatives and effective cross council working and collaboration with partner organisations such as the police

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

- 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
- introduce examples of assistive and digital technology for service users and carers to enable independence and enhance people's quality of life during 2022
- work with the care sector to ensure the BCP council has the right number and type of affordable care home places to meet the needs of local residents in the long term
- reduce the reliance on residential care by implementing strategies developed to modernise care sector commissioning and the development of extra care housing during 2022

Promote happy, active and healthy lifestyles

- develop an Active Lives statement by September 2022 to guide a future Leisure centre management model, Built Facilities strategy and Access to leisure and Learning policy
- 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 the proportion of people with dependency successfully accessing alcohol and drug treatment services by March 2023
- work with partners and communities to address food insecurity by March 2023

Develop age-friendly communities

- work with partners to help the BCP area become registered as an Age Friendly Community with the World Health Organisation by 2024

Value and support carers

- 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
- modernise day opportunities so that all residents with care and support needs have opportunities to engage in daytime activity in both day centre and community settings, some of which will offer an important break for carers

Enable people to live well through quality social care

- 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
- support more people who wish to purchase their own care to find the most appropriate and cost-effective care home placements
- help self-funders make informed and good value choices for the best use of their and council resources when purchasing their own care

Tackle homelessness and prevent rough sleeping

- increase move on from temporary accommodation and prevent a return to rough sleeping
- deliver the agreed Homelessness and Rough Sleeping strategy through the established multi-agency BCP Homelessness Partnership
- secure additional government funding to maximise homelessness preventative services through 2022
- embed a multi-disciplinary approach to homelessness and health provision during 2022
- deliver a multi-agency homelessness conference to embed the vision and share thinking during 2022

Promote lifelong learning for all

- 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
- Consider a submission to become a UNESCO Learning City in March 2023
- Promote and raise awareness of the adult education offer to the residents of BCP Council area to recover participation levels in adult learning to pre covid levels

Modern, Accessible, Accountable Council



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

Our Behaviours



Modern council

- complete the review and harmonisation of all our major service strategies and policies by end of 2022
- continue the implementation our new operating model and invest in new technology and ways of working so residents and customers have better services with a target of full implementation by April 2025
- continue to implement our People Strategy to support the development of our values and behaviours and modernise our working practices to enhance service delivery for our residents
- implement the Pay and Reward Strategy and achieve the harmonisation of pay by 2023
- complete the refurbishment of the former Bournemouth Town Hall to become the BCP Council Civic Centre by the end of 2022
- develop and implement the Corporate Asset Management Plan to establish a fit for purpose estate by the end of 2022, capable of supporting the council's ambitions for how we use our buildings to deliver the right service, in the right places with the right facilities for our community and customers

Accessible council

- adopt an inclusive Customer & Digital Strategy that builds on BCP Council's commitment to the Local Digital Declaration and meets "Best in Class" standards for digital service design in 2022, including the continued development of the BCP Council website
- continue to develop and improve technology to allow live streaming and remote participation for all public meetings during 2022
- complete the integration of our corporate customer services function within Christchurch, Poole and Bournemouth libraries through 2022
- promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Dorset employers
- introduce independent observers, stakeholders and service users to the recruitment of senior officer posts by March 2022

Accountable council

- proactively engage our communities to inform policy and future decision-making via regular residents' satisfaction surveys, utilising digital tools to engage with new audience
- utilise Lead Member roles and Member Champions to engage with identified priority groups
- develop and implement a Corporate Peer Challenge action plan for review by summer 2022
- continue to respond to community needs and covid related issues