

CABINET



Report subject	Corporate Strategy 2023 – 2027 – High level summary
Meeting date	13 December 2023
Status	Public Report
Executive summary	<p>A new vision for the Bournemouth, Christchurch and Poole area has been developed with Cabinet Members and senior leaders, following a change in administration after local elections in May 2023.</p> <p>The new vision, referred to as the Corporate Strategy, replaces the Big Plan and previous Corporate Strategy, setting a single set of key priorities and ambitions for the Bournemouth, Christchurch and Poole area. Both the people and place agendas are balanced, and commitments are made to sustainability, equality and diversity.</p> <p>A draft high level summary of a new Corporate Strategy was the subject of wider engagement and consultation with residents and stakeholders, giving the opportunity to influence the Council's priorities prior to adoption.</p> <p>On the whole there was support for the themes identified and feedback has been taken on board, with a revised version presented in Appendix 2 for recommendation for adoption. A summary of the findings from the consultation programme are detailed in Appendix 1.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> a) Notes the consultation report, summarising feedback from residents and stakeholders b) Recommends the revised Corporate Strategy High level Summary for adoption by Council c) Recommends to Council that the Corporate Strategy and supporting Performance Management Framework continues to be aligned to the UN Sustainable Development Goals and Purpose Goals
Reason for recommendations	<p>The Corporate Strategy for BCP Council is a vital strategic document that identifies the vision, key ambitions and priorities for the Bournemouth, Christchurch and Poole area for at least the next four years. It also demonstrated the Council's commitments to sustainability, equality and diversity.</p> <p>It will simplify the strategic framework of the Council, helping to re-establish the direct link between the budget and maintain the Council's focus on the key priorities for delivery.</p> <p>In addition the Corporate Strategy creates a vital component for policy development, service planning and performance management, enhancing good governance and transparency in decision-making.</p>
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Wards	Council-wide
Classification	For Recommendation

Background

1. The Corporate Strategy for BCP Council is a vital strategic document that identifies the vision, key ambitions and priorities for the Bournemouth, Christchurch and Poole area for at least the next four years.
2. These priorities are the beginning of a golden thread that links personal, team and service performance to the things that matter most to the organisation and those it serves, and as such will be a vital component of the Council's performance management framework and future policy development.
3. The Corporate Strategy will also influence the allocation and distribution of resources, ensuring that the organisation commits its limited resources in accordance with its stated priorities.
4. The new Corporate Strategy replaces the Big Plan and previous Corporate Strategy, presenting a single set of key priorities and ambitions for the Bournemouth, Christchurch and Poole area, balancing both the people and place agendas and demonstrating the Council's commitments to sustainability and equality & diversity.
5. It puts people at the centre, whilst recognising that the area's unique geography, diverse communities and regeneration aspirations are important parts of creating a thriving place where everyone can reach their potential.
6. It will be underpinned by a set of delivery plans with key performance indicators to measure the Council's performance, due to be presented to Cabinet and Council in April 2024.
7. BCP Council previously adopted the [UN Sustainable Development Goals \(SDGs\)](#) and [Purpose Goals](#) to align to the Corporate Strategy and its supporting performance management framework as a way of communicating and monitoring commitments to sustainability and social mobility.
8. The SDGs are a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all.
9. The Purpose Goals (formerly known as the Levelling Up Goals) take their inspiration from the SDGs, but are focused on the UK, a leading framework for organisations to articulate their purpose and the social impact they are seeking to achieve.

Strategy Development

10. A week of dedicated workshops were held in June 2023, following local elections, with Cabinet Members and senior leaders. Draft Corporate Strategy headlines were developed for wider engagement with residents and stakeholders.
11. A comprehensive programme of consultation on the Council's draft vision, priorities and objectives ran from 10 August to the 22 October. A wide range of engagement methods were used to consult with children and young people, students, residents, service users, stakeholders and organisations across Bournemouth, Christchurch and Poole.
12. Online methods included a survey, ideas wall and stories contribution which were all hosted on the Council's engagement platform. The consultation was promoted as widely as possible by inviting the community and voluntary sector, town and parish councils and residents' associations to attend discussion events and asked them to promote the consultation to their networks.
13. 11 face-to-face roadshows were held to promote the consultation and speak to residents and our student population about their priorities for the area. Discussion groups were also facilitated with People First Forum, Adult Social Care service user and carers forum, Dots disability, BCP Youth Forum, Children in Care and Care Experienced young people.
14. Written and verbal responses were also received from some key businesses and partners.
15. Over 2,100 individuals and organisations provided their views, ideas and experiences through the survey, ideas wall and online stories. It's estimated that we spoke to over 1,000 people in person either at one of the discussion groups or roadshow events. The feedback from the consultation has been used to revise the vision document and will continue to be used to help inform delivery plans.
16. The feedback is summarised in the consultation report at Appendix 1.
17. The development of the final draft Corporate Strategy for consideration for adoption by Cabinet and Council has been an interactive and iterative process.
18. After the findings were taken into consideration to revise the Corporate Strategy, Corporate Directors, Cabinet Members and staff network group chairs were consulted for further feedback on content, equality and accessibility issues, including for the design and changes were made as a result.

Findings and Revisions

1. The process of engagement on the draft Corporate Strategy has been a valuable opportunity to hear from residents and stakeholders across Bournemouth, Christchurch and Poole in the development of the Council's future proposed priorities and ambitions. The Council is grateful to residents and partners for their feedback, with 1,875 responses on the survey as well as engagement at roadshows, discussion groups and stakeholder meetings. The resulting feedback has been given careful consideration in finalising the content of the new Corporate Strategy presented at Appendix 2.
2. On the whole, the themes in the draft Corporate Strategy were endorsed with a few recommendations.
3. 66% of survey respondents agreed with the vision but had further comments. Changes have been made to take account of feedback: referring to 'people' as well as 'communities' and putting 'people' first. Including 'safe' as a recurring theme and changing 'healthy and sustainable environment' to 'sustainable, safe and healthy communities'.
4. There was strong agreement for the two priorities with 80% of survey respondents agreeing with 'People and Communities' and 76% agreeing with 'Place and Environment' as areas of focus. Similar feedback was received at the roadshows, stakeholder events and discussion groups. As a result, the key priorities remain the same.

5. In general, many respondents commented on the draft Corporate Strategy being too wordy and too jargony, with repetition in places. As a result, the objectives have been reworded and reordered.
6. Feedback has also been taken on board around the feasibility of the objectives. As responses showed how important the objectives are to people as well as remaining important to the Council, the objectives have been reframed as ambitions. Delivery plans will identify actions required to work towards achieving the ambitions and outcome-focussed indicators will help the Council to measure performance.
7. The straplines under the two priorities 'People and Communities' and 'Place and Environment' have been reworded to set the context for the priorities.
8. Overall, a wide range of views and information has been collected through the engagement and, whilst not all of that feedback will have immediately changed the Strategy, it will be used to inform the development of the delivery plans which will underpin the high-level priorities.

Options Appraisal

9. There are two main options:
 - a. Cabinet recommends the new Corporate Strategy for adoption to Council
 - b. Cabinet rejects the new Corporate Strategy for further development. As the Corporate Strategy is a vital strategic document, this would negatively impact on the allocation and distribution of the Council's limited resources as part of the budget-setting process in addition to impacting service planning, policy development and performance management.

In addition:

- c. Cabinet can recommend that the Corporate Strategy and supporting Performance Management Framework continues to be aligned to the UN Sustainable Development Goals and Purpose Goals
- d. Cabinet can reject one or both of these sets of goals. The UN Sustainable Development Goals are a key measurement framework used for sustainability impact assessments across the Council and so we would lose this direct link with the Corporate Strategy, further embedding sustainability as a commitment. We had also previously been noted as a leading Council in the Purpose Coalition so mapping the Purpose Goals to the Corporate Strategy showcases this commitment whilst demonstrating commitments to social mobility.

Summary of financial implications

10. The Corporate Strategy and subsequent delivery plans are being developed in line with the Medium-Term Financial Plan, with a clear statement of priorities.

Summary of legal implications

11. None

Summary of human resources implications

12. Service Directors will identify appropriately skilled or trained individuals to implement the delivery plans which will sit under the Corporate Strategy.

Summary of sustainability impact

13. Sustainability was identified as a central theme for a new Corporate Strategy, and this has been woven throughout the ambitions and will be developed into actions that sit in the delivery plans.

Summary of public health implications

14. The importance of 'healthy communities' has been adopted as part of the vision in the Corporate Strategy. Associated delivery plans will also have due regard to the [Dorset Integrated Care Partnership Strategy, Working Better Together.](#)

Summary of equality implications

15. Equality was identified as a central theme for a new Corporate Strategy and so this has been embedded in the strategy. The Corporate Strategy sets out the Council's equality objectives to pay due regard to the Public Sector Equality Duty (subsection (1) of section 149 of the Equalities Act 2010). Equality actions will also be developed that sit in the delivery plans. Further, individual equality impact assessments will support actions in the delivery plans.
16. A full equality impact assessment has been completed for the new Corporate Strategy and is shown in appendix 3.

Summary of risk assessment

17. Risks and issues will be addressed as part of the individual actions included in the delivery plans, which are due to be presented to Cabinet and Council in April 2024.

Background papers

- Three Towns Alliance Priorities
- [State of BCP](#)
- Consultation report – detailed in Appendix 1.

Appendices

- Appendix 1 – Consultation Report
- Appendix 2 – BCP Council Corporate Strategy - High Level Summary
- Appendix 3 – Equality Impact Assessment