



# A shared vision

for Bournemouth,  
Christchurch and Poole

2024-28

[bcp council.gov.uk](http://bcp council.gov.uk)

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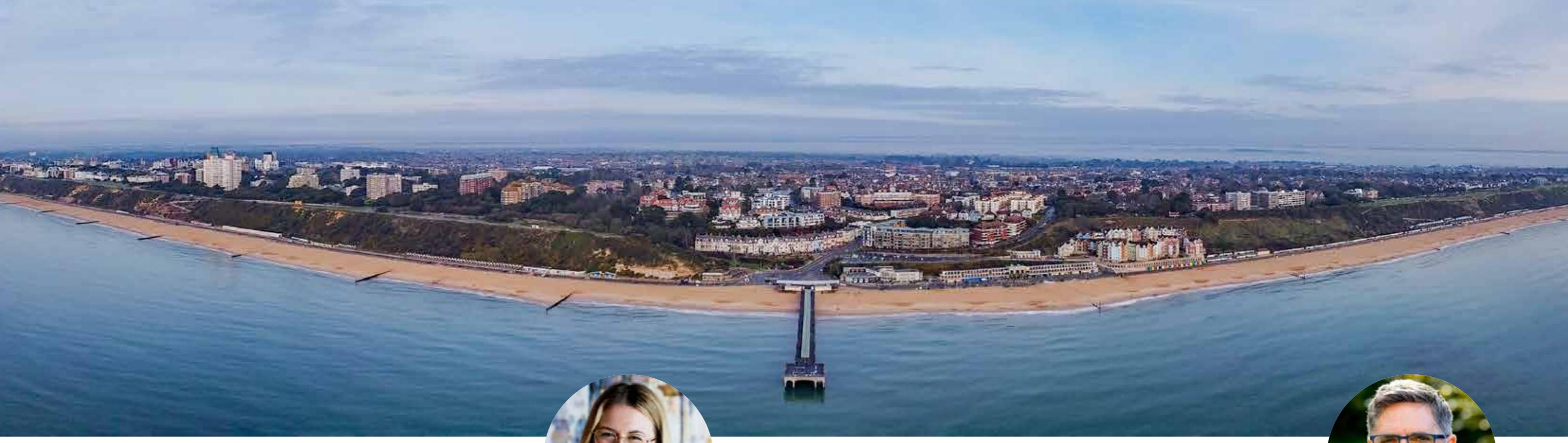


## This page and page 5: Arts by the Sea Festival

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Together we will work with renewed energy and focus to deliver our vision for Bournemouth, Christchurch and Poole.



# Millie Earl

BCP Council Leader



**In 2024 we set out a vision for Bournemouth, Christchurch and Poole that described how we would make the most of our three towns' potential, deliver effective services and champion our residents, businesses and visitors. Over the last two years we have made substantial progress, overcome challenges and been recognised for our achievements.**

We have strived to improve services for our most vulnerable residents so they can live fulfilled and happy lives. In January 2025, OFSTED recognised the significant progress made by our Children's Services and gave us a 'good' rating – making BCP Council one of only two local authorities to move straight from 'inadequate' to 'good'. Our efforts to tackle homelessness have been recognised nationally, with more than £9 million of funding secured and Bournemouth selected as a trailblazer by HRH Prince of Wales' Homewards initiative. And we've worked to move families out of unsuitable temporary B&B accommodation.

We've listened to our residents who want to see improvements to our town centres and local

highstreets, investing £358,000 to enhance public spaces, upgrade lighting and put on events. Businesses, from national chains to local independents, are opening across our towns and major employers recognise our local talent and potential. We've protected and improved our beautiful green spaces and supported our cultural heritage, including renovating Poole Museum.

I'm proud of what we've achieved so far and excited about what we are yet to do. While our vision and ambitions remain the same, we have updated the activity plan for the next two years to ensure we maintain momentum and continue to deliver for those we serve.

# Aidan Dunn

BCP Council Chief Executive



**I had long admired BCP Council's fierce and energetic commitment to transformation and continuous improvement before I joined as Chief Executive in September 2025, and I am proud to now be part of a trailblazing council.**

The commitment to be a modern, forward thinking council set out in this document is becoming a reality. We've delivered new systems across HR and Finance, put our council on a stable financial footing and our Senior Leadership Team has been recognised with a national award. We are on the right trajectory.

Our transformation programme has not only introduced efficiencies and saved money, it has also helped us establish a new way of working that is transparent, accountable and anchored by our values of respect, integrity, passion, pride and innovation.

When we introduced this strategy in 2023, we promised to put people at the heart of what we did, seek and listen to feedback and work with partners to make the most of all our strengths. And these remain our priorities now.





## Our vision

Where people, nature, coast and towns come together in sustainable, safe and healthy communities

# Introduction

**People are at the centre of our vision and ambitions and we recognise that the area's unique geography, natural environment, diverse communities and regeneration aspirations are important parts of creating a thriving place where everyone can reach their full potential.**

This strategy is our plan of action focusing in on what we need to do to deliver our ambitions and monitor progress.

It provides a single set of key priorities for the whole council and sets the scene for working with our partners.

Having a clear vision and set of ambitions ensures we are purpose-led and not task-led, giving a focus for delivery. This strategy sets the direction for all our policy and strategy development, service planning, budget setting and service delivery.

### Our priorities are:

#### Our place and environment

Vibrant places, where people and nature flourish, with a thriving economy in a healthy, natural environment

#### Our people and communities

Everyone leads a fulfilled life, maximising opportunity for all

These priorities are underpinned by our approach, to be open, transparent and accountable, putting our people at the heart of our services, with a set of clear guiding principles by which we will work.

In setting our vision, ambitions, and plan of action, we have ensured the themes of sustainability, inclusion and equality and diversity run through all that we do.

We have mapped our priorities to the UN Sustainable Development Goals, a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all.

We have also aligned with the Purpose Goals, a leading UK-based framework for organisations to articulate their purpose and the social impact they are seeking to achieve.

Where people, nature, coast and towns come together in sustainable, safe and healthy communities



We are an open, transparent and accountable council, putting our people at the heart of our services

# Our vision and ambitions

- People and places are connected by sustainable and modern infrastructure
- Our communities have pride in our streets, neighbourhoods and public spaces
- Our inclusive, vibrant and sustainable economy supports our communities to thrive
- Revitalised high streets and regenerated key sites create new opportunities
- Our green spaces flourish and support the wellbeing of both people and nature
- Climate change is tackled through sustainable policies and practice

- Working together, everyone feels safe and secure
- High quality of life for all, where people can be active, healthy and independent
- Those who need support receive it when and where they need it
- Good quality homes are accessible, sustainable and affordable for all
- Employment is available for everyone and helps create value in our communities
- Skills are continually developed, and people can access lifelong learning
- Local communities shape the services that matter to them

- Using data, insights and feedback to shape services and solutions
- Intervening as early as possible to improve outcomes
- Working closely with partners, removing barriers and empowering others
- Providing accessible and inclusive services, showing care in our approach
- Developing a passionate, proud, valued and diverse workforce
- Creating an environment for innovation, learning and leadership
- Using our resources sustainably to support our ambitions

# Our recent successes

In this document we outline the key things we are going to focus on for our residents, businesses and communities over the next few years. Below we have set out just some of the achievements of the last year in 2024-2025.



Transformed Children's Services from 'Inadequate' to 'Good' in just three years when rated by Ofsted, keeping children safe and supported.



Reduced the number of families and children in B&Bs from 140 households to zero and maintained a 'functional zero' for more than nine consecutive months.



Recognised as **White Ribbon Accredited**, highlighting our commitment to creating a safe community for women and girls.



Launched a new **Adult Social Care Strategy**, in which we are supporting people to live fulfilled lives.



Successfully integrated a new **Public Health service** into BCP Council, delivering a BCP-focused service.



Declared the UK's first ever '**Nature Town**', highlighting collaborative working to protect and restore nature.



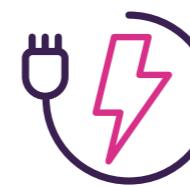
Launched a new **Children and Young People's Partnership Plan**, working with partners to ensure all children and young people have the best possible opportunities in life.



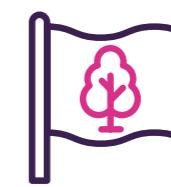
Delivered a more visible **Community Safety Accreditation Scheme (CSAS)** Officers across our three towns, resulting in an **18% reduction** in anti-social behaviour in the past year.



Published our **Urban Forest Strategy**, paving the way for our towns to support a sustainable urban forest, benefitting people and wildlife in every neighbourhood.



Installed **116 electric vehicle charging points** since March 2024, bringing the total to 220 across the BCP area.



Awarded '**Green Flag**' status recognising the outstanding management and maintenance of Poole Park and Upton Country Park.



Restored public access to the historic **Hamworthy Lake Pier**, securing its future towards its 100th year.



Completed upgrades to the Hengistbury Head Long Groyne, protecting up to **6,000 homes** and providing new and improved habitats for our local wildlife.



Secured '**Blue Flag**' status for nine of our beaches for their water quality, safety, accessibility nature and sustainable coastal management.



Formed **BCP Leisure**, bringing management of five leisure centres in-house, to encourage healthy living habits and community sport.



Restored **Scaplen's Court and Garden**, and renovated and reopened **Poole Museum**, preserving culture and history in Poole Town Centre and providing residents and visitors with a free destination.



Bournemouth town centre accredited with the '**Purple Flag**' award for the 15th year in a row, recognising a safe and vibrant night-time economy, delivered through effective partnership working.



Accelerated our reduction in the council's carbon emissions, achieving an overall **21% reduction in CO2 emissions** since declaring a Climate Emergency in 2019, with 14% in 2024/25.



Harmonised pay and benefits for all staff.



Awarded the **Municipal Journal (MJ) Senior Leadership Team of the Year** award.



Appointed a new **Chief Executive** after a rigorous recruitment process.



## Our place and environment

Vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment.

# Our place and environment

## Ambitions

People and places are connected by sustainable and modern infrastructure

Our communities have pride in our streets, neighbourhoods and public spaces

Our inclusive, vibrant and sustainable economy supports our communities to thrive

Revitalised high streets and regenerated key sites create new opportunities

Climate change is tackled through sustainable policies and practice

Our green spaces flourish and support the wellbeing of both people and nature



## Focus areas

**People and places are connected by sustainable and modern infrastructure**

Provide a safe, accessible, sustainable and convenient transport network that meets the needs of all residents.

Improve digital connectivity for residents and businesses.

**Our communities have pride in our streets, neighbourhoods and public spaces**

Improve the accessibility and appeal of our beaches, parks and public spaces.

Improve the cleanliness of our towns.

Preserve and enhance our local heritage.

Reduce street-based antisocial behaviour (ASB).

**Our inclusive, vibrant and sustainable economy supports our communities to thrive**

Encourage and increase local and sustainability-minded businesses.

Support local areas to thrive by enabling community-led activities and events across the BCP area.

**Revitalised high streets and regenerated key sites create new opportunities**

Create vibrant and appealing high streets for shopping, leisure and community and cultural activities.

Explore options for regenerating key sites, creating opportunities for the local area.



**Climate change is tackled through sustainable policies and practice**

Deliver a carbon neutral council by 2030, area wide by 2045.

De-centralise energy networks by 2028, locating energy production closer to energy demand in our homes and buildings.

Increase the amount of renewable electricity generated across the BCP area.

Mitigate effects of climate change on key sites.

Ensure the BCP area has sufficient fit-for-purpose waste infrastructure to manage all the waste it produces.

Tackle the effects of climate change with our partners.

**Our green spaces flourish and support the wellbeing of both people and nature**

Develop greenspaces to improve the accessibility and quality of play.

Improve biodiversity across Bournemouth, Christchurch and Poole.

Create a pipeline of greenspace and 'urban greening' improvements to improve biodiversity.

Engage and work with partner organisations to support the quality and care of our greenspaces.



## Measures of progress

- Increase the percentage of residents who are satisfied with their local area as a place to live
- Increase the number of businesses in the BCP area
- Increase footfall across our three Town Centres
- Increase the percentage of physically active adults, children and young people
- Reduce the tonnes of greenhouse gas emissions from our vehicles and buildings
- Increase the total number of sustainable passenger trips in the BCP area per year
- Increase the number of publicly available Electric Vehicle (EV) charge points
- Increase the percentage of waste diverted from landfill
- Increase residents' satisfaction with street cleaning
- Increase the number of Fixed Penalty Notices served for fly tipping and littering offences
- Increase the percentage of planning applications determined on time

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.



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People make the place, and at BCP Council we put residents, staff, visitors, and businesses at the heart of what we do.

## Our people and communities

Everyone leads a fulfilled life, maximising opportunity for all.



# Our people and communities

## Ambitions

High quality of life for all, where people can be active, healthy and independent

Working together, everyone feels safe and secure

Those who need support receive it when and where they need it

Good quality homes are accessible, sustainable and affordable for all

Local communities shape the services that matter to them

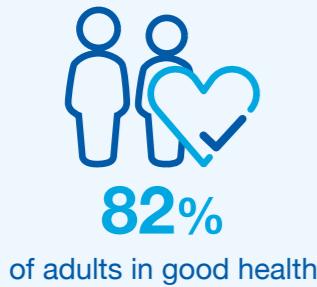
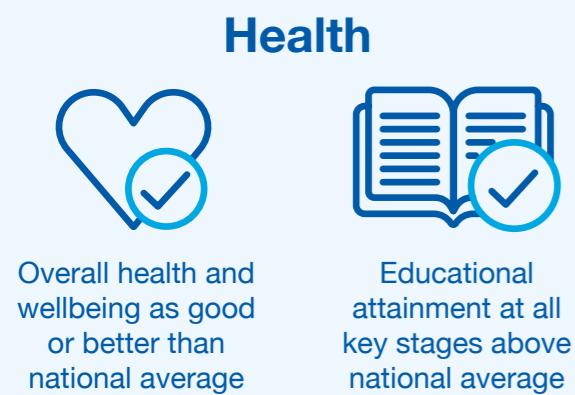
Employment is available for everyone and helps create value in our communities

Skills are continually developed, and people can access lifelong learning





languages spoken across BCP



## Focus areas

### High quality of life for all, where people can be active, healthy and independent

Support people to live independent, fulfilled lives, staying healthier for longer.

Work with partners to improve residents' health and wellbeing outcomes and reduce health inequalities.

Increase physical activity in communities through access to leisure centres, parks and encouraging active travel.

### Working together, everyone feels safe and secure

Reduce and tackle incidents of serious violence and domestic abuse.

Work with communities to improve neighbourhood safety.

Keep young people and adults at risk of harm safe from exploitation, including online risks.

### Those who need support receive it when and where they need it

Right support at the right time for children and families.

All children and young people have the best opportunities in life and are supported to flourish and grow.

Enhance social care and support arrangements, increasing understanding and reducing inequalities for those receiving care.

Ensure people impacted by homelessness receive the help they need to access a settled home.

Recognise the valuable contribution that carers make to our communities and support their wellbeing.

Continue to work with partners as part of the Access to Food Partnership enabling people to feed themselves and their family nutritious food, all of the time.

Ensure households are supported with information to help with the cost of living situation.

Supporting care experienced young people to transition into adulthood.

### Good quality homes are accessible, sustainable and affordable for all

Continue working with partners to end homelessness in BCP by ensuring everyone has a safe place they can call home.

Enhance the support available to those in temporary accommodation.

Continue improving our planning service so it delivers meaningful outcomes for the local area.

More high quality, affordable and sustainable homes to meet residents' needs.

Ensure our 10,000 council homes are of good quality, well managed and our service is resident-led.



### Local communities shape the services that matter to them

Use engagement, consultation, co-production and lived experience to help inform the decisions we make.

Develop a council-wide approach to empowering communities to do more for themselves and develop solutions around the things that matter to them.

### Employment is available for everyone and helps create value in our communities

Encourage local job creation through links with universities, Bournemouth and Poole College, schools and businesses.

### Skills are continually developed, and people can access lifelong learning

All children and young people have access to education, skills and employment opportunities.

Work with families and schools to reduce exclusion.

Develop more opportunities and rewards for inclusive volunteering.

Provide lifelong learning opportunities for people to gain rewarding employment.



## Measures of progress

- Increase the percentage of residents who have good life satisfaction
- Increase the percentage of residents who feel safe in their local area
- Reduce the number of children who are missing out on education and excluded from school
- Reduce the attainment gap and improve learning outcomes for vulnerable children and young people at all key stages
- Increase the number of people with a learning or mental health disability living independently
- Increase the uptake of supported employment for those with learning or mental health disabilities
- Increase the number of registrations from people in the most deprived areas accessing health and wellbeing support (LiveWell Dorset)
- Increase the percentage of Education Health Care Plans issued within 20 weeks
- Increase the percentage of adult social care users and carers who are satisfied with the care and support they receive
- Reduce the number of people rough sleeping
- Increase the number of both completed new affordable homes and social rented homes
- Reduce levels of serious violent crime
- Reduce levels of Anti-Social Behaviour, increase enforcement outcomes relating to street-based ASB
- Increase the number of individuals entering drug treatment
- Reduce the number of homeless households in bed and breakfast
- Increase the percentage of residents who feel they can influence decisions affecting their local area
- Increase the percentage of residents who have engaged in civic participation in the last 12 months
- Increase the number of jobs created or safeguarded through Government or other external funding

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.



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Creating a safe and healthier place, where residents and visitors feel safe and welcome.



## Our approach

We are open, transparent and accountable, putting our people at the heart of our services.

# Our approach

## Principles for how we work

Working closely with partners, removing barriers and empowering others

Providing accessible and inclusive services, showing care in our approach

Using data, insights and feedback to shape services and solutions

Intervening as early as possible to improve outcomes

Developing a passionate, proud, valued and diverse workforce

Creating an environment for innovation, learning and leadership

Using our resources sustainably to support our ambitions

## Our values



We treat everyone with **respect**



We are **passionate** about our communities



We have **integrity**



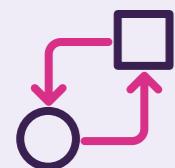
We embrace **innovation**



We take **pride** in what we do



## Our council



**£54m**

in transformation  
savings delivered as  
of March 2025



**76**

Councillors  
representing  
33 wards



**5,000+**

staff



**63%**

of staff are female



## Focus areas

### Working closely with partners, removing barriers and empowering others

Exploring options of a governance model that allows communities to make local decisions and take action.

Implement a model of successful and productive partnerships to deliver shared objectives.

Work in partnership with businesses to generate funds to promote the local area as a destination and encourage tourism.

Work with the Local Government Association (LGA) and other industry partners to set out our key asks to Government.

### Providing accessible and inclusive services, showing care in our approach

Provide accessible and inclusive services, putting people at the heart of what we do.

Improve the customer journey so enquiries can be resolved quickly and satisfactorily.



### Using data, insights and feedback to shape services and solutions

Put in place systems to create services with improved reporting and response rates.

Continue transforming our services to make improvements and deliver efficiencies.

### Intervening as early as possible to improve outcomes

Develop strategies and actions that improve access to early support.

Act early to provide resettlement support and prevent homelessness.

Continue developing a more flexible and responsive approach for children, young people and families who need support.

### Developing a passionate, proud, valued and diverse workforce

Be competitive in our total rewards offer with an equitable and harmonised pay structure and set of terms of conditions.

Foster an inclusive work culture where people can be themselves at work, feel included and have a sense of belonging.

Build a reputation for excellence and innovation and take a long-term approach to recruit people with the skills, attitudes, and knowledge we need now and in the future.

Be fair and consistent in how we recognise, value and celebrate success, ensuring that our values and behaviours are of equal importance to skills and experience.

### Creating an environment for innovation, learning and leadership

Have an improved and recognised governance structure in place fit for a modern local democracy.

Create a high performance culture that encourages effective and inspiring leaders.

Lobby and influence as innovative sector leaders to advance and improve services.

### Using our resources sustainably to support our ambitions

Take tough decisions to ensure the council has a sustainable financial future.

Deliver sufficient asset disposals to finance our transformation investment programme 2024/25.

Implement the dedicated schools grant management plan to ensure high needs expenditure projections are in line with the delivery plan submitted to Government.



## Measures of progress

- Increase satisfaction with the way we run things
- Increase levels of trust in the council
- Increase the percentage of residents who think we provide value for money
- Increase the proportion of people who use care services who find it easy to find information about services
- Increase the number of successful candidates from underrepresented groups for council jobs
- Increase the levels of employee engagement
- Increase the number of assets transferred to communities
- Increase the percentage of successful grant applications
- Increase the percentage of equality monitoring data collected from staff
- Increase customer interactions via our digital platforms
- Reduce the number of upheld Ombudsman complaints per 10,000 of the population
- Increase the percentage of business rates collected
- Increase the percentage of council tax collected
- Increase the percentage of staff who feel they are valued for the work they do and feel proud to work for the council

Baselines, targets and intervention levels have been set for each of these measures. This helps to monitor progress and provides useful insights for service planning and decision-making.



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We are working to transform our organisation into a modern, accessible, and accountable council for our colleagues and customers.

# What we're focusing on 2025-27

## Our place and environment

- Investing £4.4million into over 120 play spaces, beginning major works to repair and refurbish existing areas and create improved and inclusive community play spaces.
- Implementing simpler recycling legislation, including new food waste collections to reduce landfill and support sustainable options.
- Improving the seafront for our residents and visitors including upgrades and repairs to Bournemouth Pier to expand its lifespan for another 25 years.
- Through the Bus Service Improvement Plan, upgrading key bus routes, including Bournemouth Bus Station to Bournemouth town centre, to make it easier and more convenient for residents and visitors to reach jobs, enjoy the beach, and leave their cars at home.
- Completing the installation of 25 solar power projects, increasing sustainable energy use across our three towns.
- Launching a pilot scheme to make electric vehicle charging easier from homes with no driveway, and installing an additional 500 public charge points.
- Supporting 500 households to access funding for insulation and free energy advice through the Healthy Homes Dorset scheme.
- Implementing Dorset's Local Nature Recovery Strategy to ensure wildlife across Bournemouth, Christchurch and Poole can thrive for years to come

## Our people and communities

- Establishing the BCP Growth Board, which aims to increase footfall, jobs, and business across our three towns.
- Developing a Heritage Strategy to protect assets for the future and secure funding
- Repair and improve Poole Bridge, ensuring it works well for our residents and visitors.
- Deliver the implementation of a Library Strategy, ensuring they remain at the heart of communities.
- First residents moving into 110 new sustainable council-owned homes in Hillbourne, Poole, offering high-quality places to live for individuals, couples, and families in the local community.
- Put residents first by delivering a Residents' Card that makes parking, shopping and eating in Bournemouth, Christchurch and Poole more accessible.
- Developing a 30-year plan for the management and maintenance of our housing stock, ensuring council homes are maintained to appropriate standards for our 10,000+ tenants.
- Working with partners to increase employment rates and earnings and reduce youth unemployment through upskilling in key areas such as English and Maths, IT, leadership and management.
- Deliver the Homelessness and Rough Sleeping Strategy, preventing instances of homelessness or ensuring that they are rare, brief, and not repeated.

## Our approach

- Shaping and contributing to the Wessex devolution programme, championing our residents and the area's unique urban context and strategic assets.
- Strengthening and refining our approach to performance measurement by improving our impact measurement.
- Embracing the opportunities of evolving technology, such as championing the safe and sustainable use of artificial intelligence to ensure our work is efficient.
- Embedding a culture of continuous improvement to get the best value for money for our residents.
- Delivering a balanced and resilient medium term financial plan.
- Delivering robust elections for Town Councils in 2026 and BCP Council in 2027.



These are just a handful of some of our key activities over for 2025-27, building on the achievement so far to continue creating a thriving place where everyone can reach their full potential.

# National Frameworks

## UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDG's) are a framework for the major global challenges of economic, environmental, and social sustainability. Every country in the world has agreed to deliver these goals by 2030. They are a set of 17 interconnected goals with 169 targets beneath them. Every priority within this strategy contributes to achieving the SDG's.



## Purpose Goals

The Purpose Goals offer a way to address key obstacles to opportunities in the UK. The Purpose Coalition developed the 14 goals, which target different social and economic challenges, from early childhood development to workplace inclusivity and health and wellbeing. They share common ground with the UN Sustainable Development Goals and help the council to pursue social mobility.

They align with the UN Sustainable Development Goals and support our efforts to advance social mobility. Every priority within this strategy contributes to achieving these goals.



The table below shows our key priorities mapped to the corresponding SDGs and Purpose Goals. This demonstrates how the

principles of sustainability, social mobility and equality of opportunity runs through everything we do.

Priority	SDGs	Purpose Goals
Our Place and Environment	6 7 8 9 10 11 12 13 14 15 17	9 10 11 12 13 14
Our People and Communities	1 2 3 4 5 8 10 11 16 17	1 2 3 4 5 6 7 8 14
Our approach	3 5 8 9 10 16 17	4 5 6 7 8 9 14

## UK100 Network

Our council leaders have taken further steps to combat the effects of climate change, by signing up to the UK100 Network. This is a network of ambitious local leaders who have pledged to lead a rapid transition to Net Zero, with clean air in their communities ahead of the UK's legal target.

This pledge aligns with our commitments made in 2019 when we declared a climate and ecological

emergency and committed to make BCP Council carbon neutral by 2030.

Being part of UK100 helps us to reach our climate goals as we can draw on the experiences of other councils to help us deliver better outcomes for our residents.



# How we operate as a council

Our operating model shows how we work as an organisation to deliver services to our communities. It ensures all council activities are led by the shared vision and priorities, underpinned by core values for the way in which we do things – essential foundations for being open, transparent and accountable, putting our people at the heart of our services.

At the heart of our operating model are centres of expertise, driven by data and insight, best practice and shared knowledge to improve the quality of services across the council.

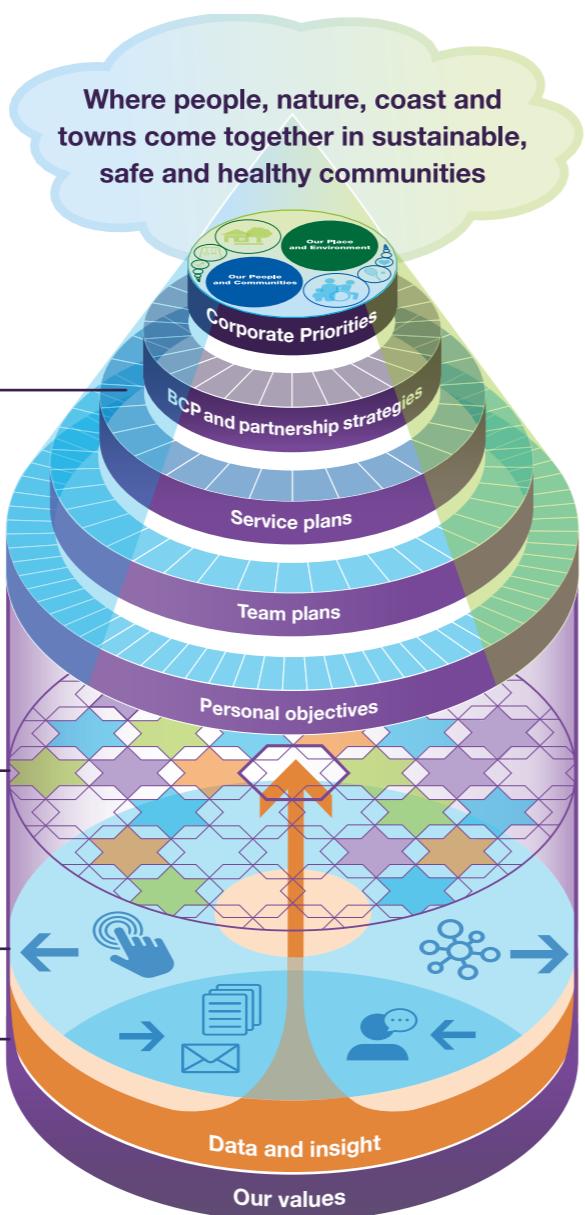
We will continue moving towards digital and automated processes to deliver efficiencies

## How we work

### Centres of expertise

### Towards digital and automated

### Driven by data and insight



## **Key strategies**

Some of the key strategies linked to this shared vision for Bournemouth, Christchurch and Poole.

**Adult Social Care Strategy**

**BCP Housing Strategy**

**BCP Local Plan**

**Community Safety Partnership Strategy**

**Economic Development Strategy**

**Green Infrastructure Strategy**

**People and Culture Strategy**

**Working better together – Integrated Care Partnership Strategy**

All council strategies, plans and policies can be found [\*\*here\*\*](#).

## **Appendix**

Find more details on this strategy [\*\*here\*\*](#).