

Notice of Cabinet



Date: Wednesday, 13 November 2019 at 10.00 am

Venue: Council Chamber, Civic Offices, Bridge Street, Christchurch BH23 1AZ

Membership:

Chairman:

Cllr V Slade

Vice Chairman:

Cllr M Howell

Cllr L Allison

Cllr D Brown

Cllr L Dedman

Cllr A Hadley

Cllr S Moore

Cllr M Phipps

Cllr Dr F Rice

Cllr K Wilson

All Members of the Cabinet are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to attend.

If you would like any further information on the items to be considered at the meeting please contact: Sarah Culwick (01202 795273) or email democratic.services@bcpcouncil.gov.uk

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpcouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpCouncil.gov.uk

GRAHAM FARRANT
CHIEF EXECUTIVE

5 November 2019



Available online and
on the Mod.gov app



AGENDA

Items to be considered while the meeting is open to the public

1. Apologies

To receive any apologies for absence from Councillors.

2. Declarations of Interests

Councillors are required to comply with the requirements of the Localism Act 2011 and the Council's Code of Conduct regarding Disclosable Pecuniary Interests.

Councillors are also required to disclose any other interests where a Councillor is a member of an external body or organisation where that membership involves a position of control or significant influence, including bodies to which the Council has made the appointment in line with the Council's Code of Conduct.

Declarations received will be reported at the meeting.

3. Confirmation of Minutes

To confirm and sign as a correct record the minutes of the Meeting held on 9 October 2019.

7 - 20

4. Public Issues

To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:-

<https://democracy.bcpCouncil.gov.uk/documents/s2305/Public%20Items%20-%20Meeting%20Procedure%20Rules.pdf>

The deadline for the submission of public questions is Wednesday 6 November, 2019.

The deadline for the submission of a statement is 12.00 noon, Tuesday 12 November, 2019

The deadline for the submission of a petition is 12.00 noon, Tuesday 12 November, 2019

5. Homelessness & Rough Sleeping Action Plan

21 - 38

Bournemouth, Christchurch and Poole have separate legacy homelessness & rough sleeping strategies which require alignment, as per the statutory orders set out when the new Bournemouth, Christchurch and Poole Council was created.

By winter 2019, all local authorities are required to update their action plans online for the Ministry of Housing, Communities & Local Government.

The common objectives detailed within each of the preceding council strategies have provided a framework to align current activity in each area into a single action plan, found at Appendix 1. The attached report sets out the Action Plan in line with current work and priorities across BCP. It

consolidates current priorities and actions from across BCP and will form the basis of a comprehensive review during 2020 in order to publish a new BCP Homelessness Strategy.

Plans have been developed to provide robust future governance arrangements of this activity through the introduction of a new multi-agency BCP Homelessness Partnership and Homelessness Reduction Board which will monitor the action plan and develop the new strategy.

6. Consultation on School Admissions Arrangements 2021-22 and the Relevant Consultation Area

39 - 64

To advise Cabinet of the statutory requirement to consult prior to the setting of School Admission arrangements for schools for which it is an admission authority and a single co-ordinated scheme for the school place application and offer process.

To seek permission to consult on proposed admission arrangements and supplementary information form (SIF).

To recommend that a single Relevant Area for consultation on proposed admission arrangements be adopted.

7. BCP Corporate Parenting Strategy

65 - 88

The council works hard and in partnership with others to support the minority of families who need support in the community to care for their children within their family and family network. For some children this is not possible and they become children in our care.

Every councillor and officer within a council has a statutory responsibility to make good decisions for children in our care and care experienced young people (also known as care leavers) as a parent would for their own child, in this context councillors are Corporate Parents.

The corporate parenting strategy has been created through the newly established BCP Corporate Parenting Board in consultation with our children in care and care experienced young people. It sets out our ambition for our children in care and care experienced young people, and how this will be achieved.

The Corporate Parenting Board is developing a delivery plan, to make the ambition in the strategy a reality.

8. Organisational Development – Design Outcomes

89 - 164

The proposed organisational design presents an opportunity to define the transformation programme for BCP Council. The ambition and scale of the proposed programme provides a level of benefits that is consistent with the challenges in the Medium Term Financial Plan.

9. Quarter Two Budget Monitoring Report 2019/20

165 - 210

This report presents the council's performance against budget for the period 1 April 2019 to 30 September 2019.

In summary, the general fund revenue projected outturn for 2019/20 is a

pressure within services net expenditure of £4.5m (compared with £5m previously reported based on the activity of the first quarter).

These pressures can be met from the additional resources (£2.5m revenue budget contingency and £6.5m service-specific Financial Resilience earmarked reserves) set aside to manage the additional level of uncertainty in this first year of the new council.

At this stage the potential use of some of these additional resources is shown within the forecast. The Corporate Directors have provided reports, at appendices C to F, detailing the service pressures and actions they propose in mitigation. These action plans are still in the early stages and a formal application of the additional resources is not considered appropriate until they have had a chance to mature.

This approach could eventually release resources to support the 2020/21 Budget Strategy or Council priorities. However, it should be recognised that at this point the Council retains the operational risk in respect of two remaining quarters in the financial year.

10. Corporate Performance Management Update

211 - 230

This report provides an overview of performance at the end of September 2019 for BCP Council.

The report has been informed by an interim basket of measures that provide the Council with a health check at a point in time.

They have been sourced from data the Council provides as part of the statutory return process and other local measures identified by Service Units. These measures do not necessarily represent what will be reported once delivery plans underpinning the Corporate Strategy are in place.

A table of all the measures at Appendix 1 shows progress from quarter 1 of 2019/20 and benchmarking data where this is available.

The report also includes a link to interactive performance dashboards which have been developed for each Service Unit and it explains the proposals for reporting performance once the Corporate Strategy and delivery plans are in place.

The report identifies some performance issues which are addressed in more detail in exception reports, attached as Appendix 2 to the report but it also identifies some key improvements.

11. Adoption of Bournemouth, Christchurch, Poole and Dorset Waste Plan

231 - 246

To request Cabinet to recommend to Council that the “main modifications” recommended by the Inspector appointed by the Secretary of State be accepted and the Bournemouth, Christchurch, Poole and Dorset Waste Plan be adopted

<p>12. Adoption of Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan</p> <p>To request that Cabinet recommend to Council that the “main modifications” recommended by the Inspector appointed by the Secretary of State be accepted and the Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan be adopted</p>	247 - 258
<p>13. Forward Plan</p> <p>To note the latest version of the Forward Plan, available on the Councils website.</p>	Verbal Update

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 09 October 2019 at 10.00 am

Present:-

Cllr V Slade – Chairman

Cllr M Howell – Vice-Chairman

Present: Cllr L Allison, Cllr D Brown, Cllr S Moore, Cllr M Phipps, Cllr Dr F Rice and Cllr K Wilson

Also in attendance: Cllr S Bartlett, Cllr N Brooks, Cllr D Butler, Cllr B Dove, Cllr M Iynegar, Cllr T O'Neill

There were 8 Members of the Public in attendance.

56. Apologies

Apologies were received from Councillor Andy Hadley and Councillor Lesley Dedman.

57. Declarations of Interests

Councillor M Phipps declared a non-pecuniary interest in relation to Minute No. 71 (Community Governance Review for Throop and Holdenhurst – Draft Recommendations for Consultation) as Chairman of Hurn Parish Council and refrained from voting on the item.

Councillor Dr F Rice declared a non-pecuniary interest in relation to Minute 67 (Transforming Cities Fund (TCF) including Local Cycling & Walking Infrastructure Plan (LCWIP)) and remained present for the discussion and voting thereon.

58. Confirmation of Minutes

The Minutes of the Cabinet meeting held on 30 September 2019 were confirmed as a correct record and signed.

59. Public Issues

The Leader reported that two public questions had been submitted, and one statement.

Public Question from Alan Daniels, local resident:

BCP Council's Climate Emergency statement pledges '*to make BCP Council and its operations carbon neutral by 2030, and work with the wider community to look at how early the BCP region can be made carbon neutral ahead of the UK target of 2050*'.

Notwithstanding encouragement for individuals to use alternative means of transport, surely it is time for the council to admit that the hospital re-configuration plans, bringing as they will, over 200,000 additional car journeys across the area, do not sit alongside such necessary and ambitious environmental targets. Is the council willing to prioritise the

welfare of BCP residents and the climate emergency over the CCG plans, as it is apparent that both are not compatible?

Response by Councillor Dr Felicity Rice (Portfolio Holder for Environment and Climate Change)

The Council's Climate and Ecological Emergency Declaration commits us to 'Work with partners, businesses and the wider community to investigate, make recommendations and set a target date for how early the Bournemouth, Christchurch and Poole region can be made carbon neutral, ahead of the UK target of 2050.' To help achieve this joint working, the report asks Cabinet to consider the setting up of a Leadership Board, consisting of major stakeholder organisations that will have a significant role in reducing the area's carbon emissions. If this is agreed, we would invite health partners, including hospitals, to take up membership on this Board so that they can work with the Council and other partners towards achieving a carbon neutral region before 2050. This will allow full discussion of transport options and other matters for everyone in the whole region. Regarding the hospital transport it is the CCG that is responsible for the hospital reconfigurations and not BCP Council, however we have recently met with the Chief Executive and the Chief Operating Officers from the hospital to specifically discuss their travel plan for staff.

Public Question from Susan Chapman, local resident:

I am questioning the word "None" in number 30, "Summary of Equality Implications" of the BCP Public Report "Response to Climate Change Emergency".

30 years of global climate inaction will impose huge so-far hidden and disproportionate costs on both poorer members of society as well as subsequent generations. How will this societal and inter-generational inequity be addressed please?

Response by Councillor Dr Felicity Rice (Portfolio Holder for Environment and Climate Change)

This report cannot directly address inequalities suffered by global communities across the preceding decades. The 'none' in question refers to the potential negative impacts from report recommendations, identified for the protected characteristics in the Equality Act 2010. If the report is approved then the actions that are taken as a consequence of the groups that are set up will indeed have a very significant impact.

Statement from Joan Richards

Climate Change is the defining issue of our age and life on Earth is facing unparalleled challenges on a variety of fronts which are not being shared with the public. Please spell out to the people of our BCP conurbation how best we can protect ourselves and our community from increasingly difficult harvests, water and resource shortages and find a humanitarian response to the climate migration crisis.

Statement read out by the Chief Executive on behalf of Harriet Stewart-Jones, local resident:

It's ironic that the phrase that comes to mind on reading the Council's

response to the Climate Emergency is "glacial pace". This report - which has taken three months to produce - has no hint of emergency. This is not the time for business as usual. We had a Carbon Reduction Officer in Poole for 8 years. The low-hanging fruit (solar panels on the Civic Centre car park and PHP housing) has been done. We now need to step up a gear or two with urgency. Please!

60. Response to Climate Change Emergency

The Portfolio Holder for Environment and Climate Change presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

Cabinet were requested to support the proposed arrangements to facilitate the development of a Climate Emergency action plan to be considered by Council in December 2019.

A Member of the Overview and Scrutiny Board reported that the Board at its recent meeting recommended that an additional recommendation be included under (a) iv that the Council produce an annual Green Credentials Report, which may be considered by Cabinet and Overview and Scrutiny to monitor the Council's performance against targets in this respect.

RESOLVED that Cabinet supports the course of action set out in this report, namely:-

- (a) Formation of a governance structure, and servicing to cost £20k, to include:**
 - i) Cabinet to establish a cross-party working group, to provide oversight and guidance on the development and implementation of an action plan. To be chaired by the Portfolio-Holder and report back to Cabinet;**
 - ii) Zero Carbon Council Steering Group of officers to guide work on the Council's own 2030 target;**
 - iii) Zero Carbon Place Leadership Board of stakeholders to guide work on the pre-2050 target;**
 - iv) that the Council produce an annual Green Credentials Report, which may be considered by Cabinet and Overview and Scrutiny to monitor the Council's performance against targets in this respect; and**
- (b) Launch of behavioural change programme for BCP Council Members and staff, including Zero Carbon Support Officer, at a cost of £53k**

Voting: Unanimous

Portfolio Holder: Environment and Climate Change

61. Discretionary Licensing

The Portfolio Holder for Housing presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

Cabinet approval was sought to launch a public consultation on the potential introduction of two Discretionary Licensing Schemes within the BCP area. The proposals include both Selective and Additional Licensing designations.

A Member of the Overview and Scrutiny Board reported that the Board had requested that prior to the consultation period associated with Discretionary Licensing further information on the success of targeted enforcement be considered by Cabinet to determine whether Discretionary Licensing as necessary.

A Councillor present at the meeting expressed the view that consultation was premature, and that the consultation carried out in 2017 came to the conclusion that it wouldn't be carried forward. In relation to this Cabinet were advised that the Government at that time had introduced new legislation and were trying to address some of the issues particularly with regards to HMOs and that as such, a licensing scheme is now required for a lot more HMOS.

The Councillor felt that that process has not yet been completed, and that consultation now on Discretionary Licensing would mean that the consultation would be taking place before the HMO licences have been licensed properly, and that it wasn't yet properly known what the effect of that new legislation was, and that this should be given a chance to operate first.

Cabinet Members spoke in support of the item, highlighting the positive impact that this would have particularly in respect of vulnerable people.

RESOLVED that:-

- (a) The Cabinet approves the commencement of a public consultation of 12 weeks with residents, private sector landlords, businesses and other stakeholders on the potential to designate two Discretionary Licensing schemes;**
 - i) an Additional Licensing scheme across Bournemouth, Christchurch and Poole**
 - ii) a Selective Licensing scheme across the proposed designated area**
- (b) The Cabinet delegates authority to the Portfolio Holder for Housing to approve on the consultation documents prior to publication.**
- (c) The Cabinet receives a further report detailing the outcome of the public consultation and recommendations regarding the potential implementation of Discretionary Licensing.**

Voting: Unanimous

Portfolio Holder: Housing

62. Revised policy and practice for unauthorised encampments

The Portfolio Holder for Environment and Climate Change presented a report, a copy of which had been circulated to each Member and a copy of

which appears as Appendix 'C' to these Minutes in the Minute Book.

Cabinet were advised of a variance in the policy and practice for unauthorised encampments in Bournemouth, Christchurch and Poole, and were requested to consider a way forward in order to develop a revised policy.

In presenting the report the Portfolio Holder for Environment and Climate Change advised that the cross-party member working group referred to in paragraph 27 of the report would comprise of 7 councillors.

A Member of Overview and Scrutiny advised that the Board at its recent meeting recommended that Cabinet establish a cross-party member working group as outlined in para 27, to;

1. expediate actions as a matter of urgency in anticipation of incursions for summer 2020; and
2. consider the alignment of policies and procedures across the council area and report back to Cabinet

Cabinet discussed the impact that incursions have across the BCP Council area and the impact it has on residents.

RESOLVED that Cabinet establish a cross-party member working group, as outlined in para 27 to;

- (a) expediate actions as a matter of urgency in anticipation of incursions for summer 2020; and**
- (b) consider the alignment of policies and procedures across the Council area and report back to Cabinet.**

Voting: Unanimous

Portfolio Holder: Environment and Climate Change

63. Private Sector Housing Enforcement Policy

The Portfolio Holder for Housing presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book.

Cabinet approval was sought of the BCP Council Private Sector Housing Enforcement Policy in order to enable consistent regulation of housing conditions in the private rented sector to be applied across Bournemouth, Christchurch and Poole.

In presenting the report the Portfolio Holder for Housing highlighted the need for there to be a consistent approach across the BCP Council area, and advised that this would be reviewed in two years time.

A Councillor present at the meeting expressed the view that the report ought to be renamed Housing Enforcement Policy as the background implied that it was an all-encompassing report rather than just the private sector, and that the policy should include all housing. In addition the view was expressed that the vast majority of tenants were happy.

Cabinet discussed the report highlighting the need to harmonise policies, and agreed that section 1 of the report should make reference to say that

the majority of tenants are content, and that the majority of our landlords look after tenants. In addition Members felt that the service should be proactively promoted and tenants signposted to the service.

The Portfolio Holder for Housing advised that the report dealt with Private Sector Housing as there were other measures in place to monitor BCP Housing.

RESOLVED that Cabinet approve the adoption of the BCP Council Private Sector Housing Enforcement Policy for immediate implementation.

Voting: Unanimous

Portfolio Holder: Housing

64. BCP Housing Strategy – approval to consult

The Portfolio Holder for Housing presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'E' to these Minutes in the Minute Book.

Cabinet were informed of the proposed approach and timetable to develop a new BCP Council Housing Strategy which would detail the current and anticipated future housing issues and set out the strategic priorities and action plan to address local issues.

A Councillor present at the meeting confirmed their support for the item, and stressed the importance of dealing with what could be termed a housing emergency. In addition Cabinet were requested to consider reducing the timescale to progress this sooner.

Cabinet Members highlighted the impact on Officers who were currently rewriting every policy and strategy of the Council and stressed that it was important to be realistic with the timescales.

The Portfolio Holder for Housing highlighted the importance of having a thorough and well thought out strategy but appreciated the comments with regards to wanting to solve the housing crisis as soon as possible.

Members were advised that current policies would apply until the new single policy was adopted.

RESOLVED that the BCP Council Private Sector Housing Enforcement Policy be adopted for immediate implementation.

Voting: Unanimous

Portfolio Holder: Housing

65. Housing Delivery Test Action Plan

The Portfolio Holders for Strategic Planning and Housing presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'F' to these Minutes in the Minute Book.

Cabinet were requested to consider agreeing the publication of the BCP Council Housing Delivery Test (HDT) Action Plan which is required by national policy. In relation to this Cabinet were advised that locally across

the BCP Council area, the need for additional homes is recognised in the legacy Housing Strategies and adopted Local Plans.

Further to this Cabinet were advised that an HDT Action Plan was required where delivery falls below 95% of local housing requirements, and that the 2018 HDT results (published in February 2019) were assessed against housing requirements for the preceding Bournemouth, Christchurch and Poole Councils where each area fell below the 95% benchmark.

Cabinet were advised that the Action Plan must set out measures the Council will take to increase delivery back to required rates.

In presenting the report the Portfolio Holder for Strategic Planning advised that on page 181 paragraph 4.12 the reference to Christchurch Town Council in relation to Roesht Hill Allotments should be amended to read Highcliff and Walkford Parish Council, and that the housing on page 165 paragraph 2.4 the housing figure of 722 should be amended to read 730.

A Member of the Overview and Scrutiny Board advised Cabinet that at their recent meeting the Board had supported the item, but had discussed the action plan, and whether there were enough short sharp actions which could be achieved by using what we know.

A Councillor present at the meeting congratulated the author of the report for writing a first class report.

RESOLVED that the work undertaken to date be endorsed and the Action Plan at Appendix 1 of the report be published.

Voting: Unanimous

Portfolio Holders: Strategic Planning
Housing

66. BCP Council Strategic Car Parking Review

The Portfolio Holder for Strategic Planning presented a report on behalf of the Portfolio Holder for Transport and Infrastructure, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'G' to these Minutes in the Minute Book.

Cabinet were asked to consider approval for a Strategic Parking Review to be undertaken in order to form a new single strategy for the provision (availability), operation, pricing and enforcement for parking across the highway network and car parks.

A Member of the Overview and Scrutiny Board advised Cabinet that at their recent meeting the Board requested that consideration be given to that the Steering group include a member of the Overview and Scrutiny Board. In relation to this Cabinet were advised that this would help provide constructive and regular challenge throughout the process.

A Councillor present at the meeting requested that electric charging points be included in the study.

Members were advised that the Portfolio Holder for Environment and Climate Change would be included in the Steering group membership

which should ensure that climate change was included within any discussion.

RESOLVED that:-

- (a) a Strategic Car Parking Review for BCP Council is undertaken; and**
- (b) a steering group chaired by the Service Director for Growth and Infrastructure in consultation with the Cabinet members for Transport & Infrastructure and Strategic Planning be established to oversee the undertaking of the review.**

Voting: Unanimous

Portfolio Holder: Transport and Infrastructure

67. Transforming Cities Fund (TCF) including Local Cycling & Walking Infrastructure Plan (LCWIP) Programme

The Leader of the Council presented a report on behalf of the Portfolio Holder for Transport and Infrastructure, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'H' to these Minutes in the Minute Book.

Cabinet were informed of the progress to date regarding the Department for Transport (DfT) based Transforming Cities Fund (TCF) process and of the required development of the Local Cycling & Walking Infrastructure Plan (LCWIP).

In addition Cabinet were advised of the proposed next steps regarding both the TCF and LCWIP process.

A Member of the Overview and Scrutiny Board advised Cabinet that at their recent meeting the Board resolved that Cabinet be asked to reconsider the 'low ask' alternatives to ensure that the final ask genuinely contains the projects which will lead to the most effective modal shift for the conurbation.

In relation to this the Leader advised that this would be delegated to the PH and SD to look at req already gone to Directors. The Leader further advised that as well as lobbying local MPs a meeting had been held with the Health Secretary seeking his support for the bid.

RESOLVED that Cabinet:-

- (a) notes the progress to date regarding the Transforming Cities Fund (TCF) process and Local Cycling & Walking Infrastructure (LCWIP);**
- (b) delegates authority to the Director of Growth and Infrastructure and Director of Finance (Section 151 Officer) in consultation with the Portfolio Holder for Transport and Infrastructure to submit a Strategic Outline Business Case (SOBC) to the Department for Transport (DfT);**
- (c) approves the development of the programme contained within the SOBC submission to Full Business Case(s) detail utilising LTP**

Voting: Unanimous

Portfolio Holder: Transport and Infrastructure

Councillor Dr F Rice declared a non-pecuniary interest in this item and remained present for the discussion and voting thereon.

68. Traffic Regulation Orders (TRO) and Public Rights of Way (PRoW) cover report

The Leader of the Council on behalf of the Portfolio Holder for Transport and Infrastructure presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'I' to these Minutes in the Minute Book.

The report sought Cabinet approval to advertise a number of proposed Traffic Regulation Orders and requested consideration be given to a number of Rights of Way issues.

The Leader clarified that in respect of the removal of the disabled parking bays set out within the report, that these were bays which were situated outside of particular properties and which were no longer required, this could be for reasons including that the person may have moved or may no longer be a blue badge holder.

RESOLVED that:-

- (a) the Traffic Regulation Order as advertised in Danecourt Road as set out in TRO sub-report A be confirmed;**
- (b) the order to revoke the disabled bay in Salterns Road as set out in TRO sub-report B be confirmed;**
- (c) the Traffic Regulation Order as advertised in Lake Avenue as set out in TRO sub-report C be confirmed;**
- (d) the Traffic Regulation Order as advertised in Lower Blandford Road as set out in TRO sub-report D be confirmed;**
- (e) the creation of an order to record the section of Parkstone Heights that is currently unprotected path as a Bridleway as set out in PRoW sub-report E be approved;**
- (f) the creation of an order to protect the path extending along Elgin Road as Public Bridleway as set out in PRoW sub-report F be approved; and**
- (g) the creation of an order to protect the path from Cornelia Gardens to Kingsmill Road as a Public Bridleway as set out in PRoW sub-report G be approved.**

Voting: Unanimous

Portfolio Holder: Transport and Infrastructure

69. Poole Bay Beach Management Scheme

The Portfolio Holder for Environment and Climate Change presented a report, a copy of which had been circulated to each Member and a copy of

which appears as Appendix 'J' to these Minutes in the Minute Book.

Cabinet were requested to consider the submission of the Outline Business Case to the Environment Agency for funding the coast protection works identified under Phase 2 & 3 combined between 2020/21 and 2030/31 as a continuation of the project.

In relation to this Cabinet were advised that as BCP Council are a Local Authority Risk Management Authority, that there is no requirement for a subsequent Full Business Case for Phase 2 & 3 combined to be submitted due to the value of the Outline Business Case.

RECOMMENDED that:-

- (a) The Council, as the Coast Protection Authority, submits to the Environment Agency the Outline Business Case for funding approval for the coast protection works identified under Phase 2&3 combined between 2020/21 and 2030/31; and**
- (b) Provided the application for Flood Defence Grant in Aid (FDGiA) is successful, £3.3m between 2020/21 and 2026/27 be funded in conjunction with the EA's forward capital programme from Council Resources.**

Voting: Unanimous

Portfolio Holder: Environment and Climate Change

Cabinet adjourned at 12.05pm reconvening at 12.20pm

70. BCP Council Street Works Permit Scheme

The (LEADER) Portfolio Holder for Transport and Infrastructure presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'K' to these Minutes in the Minute Book.

Cabinet were advised that the Department for Transport require that all Local Authorities introduce a Street Works Permit Scheme before April 2020, and that the approved conditions for such a scheme require consultation with statutory consultees. In respect of this Cabinet were requested to consider approval to consult all statutory consultees on proposed Permit Conditions for a new BCP Council Street Works Permit Scheme.

RESOLVED that consultation with all statutory consultees on a proposed BCP Street Works Permit Scheme be approved.

Voting: Unanimous

Portfolio Holder: Transport and Infrastructure

71. Community Governance Review for Throop and Holdenhurst - Draft Recommendations for Consultation

The Chairman of the Community Governance Review Task and Finish Group presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'L' to these Minutes in the Minute Book.

Cabinet were informed that The Local Government and Public Involvement in Health Act 2007 (Part 4) devolved power from the Secretary of State to principal councils to carry out community governance reviews and put in place or make changes to local community governance arrangements. In relation to this Cabinet were reminded that the Council had commenced a review following the receipt of a valid community governance petition and the approval of the terms of reference and timetable, and that further to this Cabinet were now being asked to consider the draft recommendations of the Task and Finish Group and to make recommendations to Council.

The Portfolio Holder for Tourism, Leisure and Communities advised Cabinet of the process going forwards, and welcomed the engagement of the community,

RECOMMENDED that the Task and Finish Group Community Governance Review draft recommendations, as set out in the schedule within the report be approved for publication and consultation with local residents and other interested parties.

Voting: For: 7 Against:0 Abstentions 1.

Portfolio Holder: Tourism, Leisure and Communities

Councillor M Phipps declared a non-pecuniary interest in this item as Chairman of Hurn Parish Council and abstained from voting.

72. Medium Term Financial Plan Update Report

The Portfolio Holder for Finance presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'M' to these Minutes in the Minute Book.

Cabinet were informed of the work which had been carried out to refresh the Medium Term Financial Plan (MTFP) following the Government's 2019 spending round and the fundamental annual refresh undertaken at the end of August 2019.

Further to this Cabinet were advised of the progress which had been made towards delivering a balanced budget for 2020/21 with the key financial risks faced by the Council being highlighted.

Cabinet were further informed of the progress in respect of the disaggregation of the 31 March 2019 Balance Sheet of the former Dorset County Council and provided with details of the grants made available by Government to support the potential costs falling to the Council following the decision of the United Kingdom to leave the European Union.

In presenting the report the Portfolio Holder for Finance highlighted the reduction of the funding gap from £15m to £7.7m, and the pressure on the budget over the forthcoming years. In addition Cabinet were informed of a typo within figure 1 on page 314 where the cumulative pressures column for 20/21 should read 23.2 and not 22.2.

A member of the Overview and Scrutiny Board on behalf of the Board expressed their thanks to the Portfolio Holder and the s151 officer.

RESOLVED that Cabinet note:-

- (a) That the gross MTFP funding gap over the three-year period to March 2023 has been revised to £23.9m;**
- (b) That proposals have been formulated which close the funding gap for 2020/21 to £7.7m (from £15m); and**
- (c) The need for Members and Officers of the Council to bring forward and examine robust and realistic budget proposals through the autumn which will ensure that the proper and lawful duties of the Council can be satisfied and a balanced budget for 2020/21 can be set.**

Voting: Unanimous

Portfolio Holder: Finance

73. Equality and Diversity Policy

The Leader of the Council presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'N' to these Minutes in the Minute Book.

Cabinet were informed of the requirement for BCP Council to meet certain responsibilities set out in the Public Sector Equality Duty of the Equality Act, and in relation to this were requested to consider the draft Corporate Equality & Diversity Policy & Governance for approval, and to note the progress towards the development of a Corporate Equality Action Plan.

In presenting the report the Leader advised of an agreed amendment in respect of p.335 Section 2 where it had been agreed to remove the whole section from 'Regardless of their...'. In addition Cabinet were advised that it was proposed that in relation to the Strategic Leadership Officer Group that some of the officers had been proposed to be removed as standing officers and would be invited to attend when necessary, and that the group was intended to include the Opposition Lead Member for Equalities.

In addition Cabinet expressed the view that the Council should not limit itself to the nine protected characteristics, and that other characteristics should be considered when appropriate.

RESOLVED that:-

- (i) the draft Corporate Equality & Diversity Policy & Governance Framework be approved; and**
- (ii) the progress towards the development of a Corporate Equality Action Plan be noted.**

Voting: Unanimous

Portfolio Holder: Leader of the Council

74. BCP Council's Corporate Strategy

The Leader of the Council presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'O' to

these Minutes in the Minute Book.

Cabinet were requested to consider the draft Corporate Strategy which set out the longer-term priorities, high level objectives and the Council's commitments to equality and diversity.

In presenting the report the Leader of the Council advised of the consultation which had taken place over the summer.

A Councillor present at the meeting expressed support for the report and urged that the Strategy be so clear that its self-explanatory.

Cabinet discussed the sustainable environment and concern was expressed that the strategy did not reference bio-diversity, in relation to this it was suggested that this could be included within the sustainable environment, and that the wording could be amended to read 'tackle the climate and ecological emergency'. In relation to this it was suggested that any further wording amendments be delegated to the Chief Executive in consultation with the Leader.

RESOLVED that the summary of feedback from stakeholders be noted.

RECOMMENDED that the revised Corporate Strategy be adopted by Council and that any final wording amendments be delegated to the Chief Executive in consultation with the Leader before being submitted to the Council.

Voting: Unanimous

Portfolio Holder: Leader of the Council

75. Cabinet Forward Plan

The Leader advised that the latest Cabinet Forward Plan had been published on the Council's website.

Further to this the Leader advised that the next meeting of the Cabinet would take place on the 13 November, as originally scheduled and that the Deputy Leader would be Chairing the meeting.

In closing the meeting a question was raised by a Member of the Overview and Scrutiny Board in attendance seeking clarification as to how the Overview and Scrutiny Board can highlight to Cabinet any other matters discussed at the Overview and Scrutiny Board which weren't included within the Cabinet Agenda. In relation to this the Leader advised that a guidance note would be prepared and circulated to Members on the process to provide clarification.

The meeting adjourned at 12.05pm and reconvened at 12.20pm

The meeting ended at 1.10 pm

CHAIRMAN

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CABINET



Report subject	Homelessness & Rough Sleeping Action Plan
Meeting date	13 November 2019
Status	Public Report
Executive summary	<p>Bournemouth, Christchurch and Poole have separate legacy homelessness & rough sleeping strategies which require alignment, as per the statutory orders set out when the new Bournemouth, Christchurch and Poole Council was created.</p> <p>By winter 2019, all local authorities are required to update their action plans online for the Ministry of Housing, Communities & Local Government.</p> <p>The common objectives detailed within each of the preceding council strategies have provided a framework to align current activity in each area into a single action plan, found at Appendix 1. The attached report sets out the Action Plan in line with current work and priorities across BCP. It consolidates current priorities and actions from across BCP and will form the basis of a comprehensive review during 2020 in order to publish a new BCP Homelessness Strategy.</p> <p>Plans have been developed to provide robust future governance arrangements of this activity through the introduction of a new multi-agency BCP Homelessness Partnership and Homelessness Reduction Board which will monitor the action plan and develop the new strategy.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>Cabinet notes and approves the Homelessness & Rough Sleeping Action Plan.</p> <p>Cabinet supports the development of a new Homelessness Strategy in 2020, to be brought forward for consideration to Cabinet following a full review and consultation period.</p>
Reason for recommendations	<p>All Councils are required to update and publish their Homelessness & Rough Sleeping Action plans by Winter 2019. To highlight to Cabinet the proposed development of a new Homelessness Strategy, including review and consultation process that will take place.</p>

Portfolio Holder(s):	Councillor Kieron Wilson (Portfolio Holder for Housing)
Corporate Director	Kate Ryan – Corporate Director of Environment and Community
Contributors	Lorraine Mealings - Director of Housing Ben Tomlin – Housing Services Manager Fraser Nicolson – Housing Strategy & Policy Manager
Wards	N/A
Classification	For Information

Background

The National & Local Context

1. The Homelessness Reduction Act 2017 (HRA) implemented in April 2018, was the single biggest change in homelessness law in 40 years. The Act introduced a number of changes including:
 - A strengthened duty for Councils to provide advisory services
 - An extension to the period during which an applicant is considered 'threatened with homelessness' from 28 to 56 days
 - New duties for Councils to assess all applicants and to take reasonable steps to prevent and relieve homelessness
 - These steps will be set out in a personalised housing plan that, wherever possible, must be agreed between the local authority and the customer
2. Households who are statutorily homeless are owed legal duties that fall into three main categories:

Prevention duties include any activities aimed at preventing a household threatened with homelessness from becoming homeless. This would involve activities to enable an applicant to remain in their current home or find alternative accommodation in order to prevent them from becoming homeless. The duty lasts for 56 days, but may be extended if the local authority is continuing with efforts to prevent homelessness.

Relief duties are owed to households that are already homeless and require help to secure settled accommodation. The duty lasts 56 days, and can only be extended by a local authority if the households would not be owed the main homelessness duty.

Main homelessness duty describes the duty a local authority has towards an applicant who is unintentionally homeless, eligible for assistance and has priority need. This definition has not been changed by the 2017 HRA. However, these households are now only owed a main duty if their homelessness has not been successfully prevented or relieved.

The legislation complimented much of the activity identified with the respective Bournemouth, Christchurch & Poole Homelessness strategies.

3. Government are currently reviewing the impact of the Act, with particular focus on resident outcomes, the changing approach of local authorities and partners to tackling homelessness, the experiences of those customers who approach local authorities for assistance and the additional burden on resources of implementing the new duties.
4. Further to the HRA, 2018 saw the launch of the **National Rough Sleeping Strategy**. This detailed government plan aims to help people who are sleeping rough now and to put in place the structures to end rough sleeping for good. Specifically, halving rough sleeping by 2022 and eradicating rough sleeping by 2027.
5. A number of opportunities to successfully apply for short-term grant funding to enhance the local offer for Rough Sleepers across Bournemouth, Christchurch & Poole has seen a range of positive moves for rough sleepers into accommodation with support.
6. The national strategy provided local authorities with specific direction on the provision of local Homelessness & Rough Sleeping Strategies. By winter 2019, all local authorities are required to update their action plans online to the Ministry of Housing, Communities & Local Government.
7. Whilst the homelessness sector including a range of partners develop plans to support these changes, there has been local acknowledgement that BCP Council and its partners have a unique opportunity to ensure there are effective non-statutory and statutory local accountability and partnership structures in homelessness services in place. Particularly focusing upon improving local accountability and partnership working in homelessness services.

Local Context

8. During the first year of the new homelessness duties, the preceding councils for the BCP area assessed over 2700 households who were either homeless or threatened with homelessness.
9. Significant numbers of households were assisted and supported in a range of ways and often as part of a wider multi-agency support partnership to remain in their homes or to quickly find alternatives. Over 1100 households often including vulnerable adults and families were supported in this way.
10. Where prevention efforts are not successful the Council may be required to provide interim temporary accommodation. 261 homes are used for this purpose across Bournemouth, Christchurch and Poole. The Council does not have

sufficient supply of suitable temporary homes to meet demand. Bed & Breakfast accommodation is regularly used. The use of B&B has slightly decreased over the last year. At the end of September 2019, 73 households were living in B&B, the significant majority being single people rather than families. The new action plan recognises the continued need to reduce B&B and provide alternative quality temporary housing.

11. Although homelessness comparative data is not yet fully reliable due to the implementation of new regulation and familiarisation with statutory reporting guidelines, indications suggest that the BCP area has been effective at supporting the enhanced homelessness prevention agenda and ensuring households receive the assistance and support they need at the right time to enable them to stay in their homes, or find suitable alternatives.
12. The number of rough sleepers across the BCP area, and in Bournemouth specifically remains relatively high. Like many other areas, the numbers of rough sleepers or those having street lifestyles has unfortunately increased over recent years. The rough sleeper outreach team alongside a wide range of other committed services continue to work every day to find and offer support to rough sleepers. Some accept help and manage to rebuild their lives, others choose not to accept help or accommodation. Substance misuse and mental health problems are a big barrier to getting people off the streets. We know that some people beg in our towns, and sleep rough, because of these problems, even when they actually have somewhere to stay. It is important to highlight that not all of those who beg are homeless. A number of high priority actions and activities (reflected in the action plan) continue to be employed by a number of statutory and non-statutory partners. Additional government grant funding received is being used across Bournemouth, Christchurch and Poole by partner agencies to support Rough Sleepers into accommodation and to help maintain their accommodation.
13. There remains a significant demand from households who are often living in precarious housing circumstances, often referred to as 'hidden homeless', moving frequently from one temporary housing arrangement to another, where seeking settled housing, retaining employment or education and / or maintaining individual health and wellbeing is a daily challenge.
14. The Council is responsible for working together to ensure it meets the housing and support needs of homeless 16 & 17 year olds and provides young people leaving care with somewhere safe and suitable to live to help them make a positive transition into adulthood. Providing suitable housing for this group underpins success in other areas of life. It is essential therefore the approach taken recognises where to prioritise activity which adequately provides young people with the right accommodation and support options, including preparation and planning for the reality of local housing provision. Where housing crisis or

emergencies occur, that the right housing and support is immediately available to keep young people safe and that accessible long term settled housing is available which best suits individual needs. The future housing and homelessness strategy will ensure key links are made with the Councils Corporate Parenting responsibilities.

15. A great number of successes have been achieved, however there is acknowledgement that even greater efforts to coordinate support and employ strategies to reduce numbers is needed. The introduction of the new BCP Homelessness Partnership represents a key opportunity to strengthen efforts to reduce the need for people to rough sleep in our towns. The new partnership, launched on World Homeless Day, 10 October 2019, brings together local voluntary and statutory organisations to join up local efforts and projects all working together to avoid duplication and ensuring a common targeted approach to addressing homelessness is in place across Bournemouth, Christchurch and Poole.
16. The role of voluntary sector organisations is key to assisting in the prevention of homelessness and the launch of the BCP Homelessness Partnership will help ensure all partners are working together to achieve the best outcomes.

Existing Homelessness Strategies

17. The strategic approach taken to homelessness by each of the preceding Councils differs and will remain until a new BCP strategy is developed. Bournemouth has a Homelessness Strategy 2016 - 2021, the Christchurch approach remains detailed within the Dorset Homelessness Strategy 2015-19 and in Poole, Preventing Homelessness & Rough Sleeping is a key priority of the Housing Strategy Update 2018 – 2021.
18. The project plan, consultation plan and timeline for developing a new BCP Homelessness Strategy is currently being worked up, with the expectation that a proposed Strategy will be recommended to Cabinet in 2020 for approval.
19. The action plans supporting each existing Strategy have been aligned into one, with key themes of the preceding Strategy action plans summarised across the following 6 key objectives:
 1. **Prevent homelessness and minimise the use of temporary accommodation**
 2. **Reduce homelessness and rough sleeping to as close to zero as possible**
 3. **Develop a range of sustainable housing options and pathways**

- 4. Develop partnership work and wider communications to ensure efficient and effective use of resources**
- 5. Key improvements to health, wellbeing and awareness**
- 6. Update key partnerships, policies, process and protocols following Local Government Reorganisation**

20. Each of these objectives have been approved as key priorities within the respective strategies and will form the basis of the combined action plan until a new BCP Homelessness strategy is developed. The new aligned action plan can be found at Appendix 1.

Local Performance and Achievements

21. Since the inception of the new homelessness duties in April 2018, statutory data returns and benchmark evaluations indicate BCP performs well in comparison to both regional and national averages in Homelessness prevention activity. Where services are working together to prevent homelessness, a positive outcome or move is achieved for 79% of those requesting assistance, compared to 71% in the South West and 66% nationally.

22. There is evidence that the changes in service approach brought about by the Act, to those homeless and threatened with homelessness have been embedded effectively into local practice, with more residents benefiting from timely intervention and support in the prevention of homelessness.

23. A number of effective local partnerships have been and are being developed to improve the timeliness of Early Help interventions where support and advice are delivered collaboratively. Examples include new partnerships between Housing Options and Jobcentre plus, private landlords and services for children and families. The voluntary sector have developed good ways of working and services such as Sleepsafe continue to have a positive impact. The development of further arrangements in pursuit of the Council's aligned action plan objectives can be found at Appendix 1.

24. There remain significant challenges to identifying suitable accommodation alternatives for those who become homeless, particularly for those with complex needs. You don't have to be living on the street to be homeless, households living in temporary accommodation arrangements, with friends or family, threatened with eviction, unable to afford their home or those unable to return to their home because it isn't safe or suitable for their needs for health or safety reasons could all be affected. Demand for services for those threatened with homelessness and those unfortunate to have become homeless has remained at a consistently high level for the past 12 months and is not currently forecast to

reduce. This is the case both nationally and locally. This includes both access to the accommodation and access to the support services that households also often need to maintain independent living.

25. Despite a high demand, there have been a range of successes and achievements across Bournemouth, Christchurch & Poole in recent preceding years of the respective strategies. The Council and its partners have worked hard to coordinate activity, collaborate and focus efforts on preventing homelessness and improving services for homeless people, including those who are threatened with homelessness.

26. Some examples of those achievements include:

- A commissioned Rough Sleeper outreach service, coordinated Severe Weather Emergency Provision, continued targeted advice & support
- Successful bid and mobilised staffing to provide enhanced services for Rough Sleepers provision of Rough Sleeper Initiative Grant
- Launch of the Street Support website, continued Sleepsafe provision and much collaborative work across the faith and voluntary sector.
- Introduction of Early Intervention Support Service for private rented tenants
- Private Rented Access Scheme supporting local landlords and tenants
- Re-commissioning of Housing 1st Services providing accommodation and support to those with the most complex needs and work underway to consolidate and ideally scale up an approach for BCP
- Significant developments in homelessness prevention outcomes in partnership with a range of agencies, including targeted welfare benefits, debt and financial advice and targeted support to for family breakdown
- Re-commissioning of housing related supported services and joined-up pathways for homeless adults with mental ill-health and other complex needs to help successful move on into settled accommodation
- Improved homelessness and accommodation pathway introduced for 16/17-year olds and care leavers at risk of homelessness, with a greater focus on young people staying at home if safe to do so with innovative education
- The development of an offer to local private landlords and support service to both private landlords and their tenants
- Housing Options services presented with Bronze and Silver Standard awards in recognition of the quality and comprehensive approach to homelessness prevention activities

BCP Homelessness Partnership and Homelessness Reduction Board

27. The Council, with its key partners have launched a new BCP Homelessness Partnership which will include a governance board and a number of focussed sub-groups ensuring delivery of the aligned Homelessness and Rough Sleeping Action Plan. The partnership will ensure a comprehensive review of homelessness is delivered in readiness for consultation and development of a new co-produced BCP Homelessness Strategy.
28. The Homelessness Reduction Board is responsible for tackling Homelessness across Bournemouth, Christchurch & Poole where local partners work together to end Homelessness.
The board will agree the local strategic direction and vision required in order to support the prevention of homelessness and to tackle rough sleeping, particularly where issues require an integrated response across a range of organisations and agendas.
29. The Board will provide an innovative and critical focus on the local delivery of homelessness and rough sleeping services, ensuring the range of stakeholders who provide and deliver local homelessness services with often differing priorities and various service offers, can come together within a single vision and accountability framework.
30. The Council is responsible for publishing a Homelessness Strategy and coordinating local resources, but homeless prevention requires a collective effort of many public, private and voluntary sector partners. There are many collaborative efforts across the BCP area which can be further build upon with the newly launched Homelessness Partnership.
31. The new BCP Homelessness Reduction Board will oversee the delivery of this new combined Action Plan on a quarterly basis using RAG ratings. Importantly, this will evolve into a refreshed Action Plan as a new BCP Homelessness Strategy is developed over the next year.

Summary

32. No one is predestined to become homeless and everybody deserves a stable, safe and secure home, however, many households in Bournemouth, Christchurch and Poole still face the harmful consequences of becoming homeless. Homelessness including rough sleeping is extremely complex. Addressing the challenges can only develop effectively through collaboration of Council services with local communities, businesses, charities and other statutory and non-statutory partners.
33. The Homelessness Reduction Act saw a significant change in approach which aims to ensure all stakeholders work together to address and break the cycle of homelessness.
34. Timely housing advice & information for residents, preventing recurring homelessness through a range of support and swiftly assisting those are unfortunate to become homeless are key aspirations of the action plan.

35. BCP Council is in a unique position with its partners to seize this opportunity to review its approach and services to residents affected by homelessness & rough sleeping, build on existing excellent practice, co-produce a new Homelessness Strategy for public consultation and approval which seeks to address Homelessness & Rough Sleeping through innovation, partnership working and development of shared a vision.

Summary of financial implications

36. The Council receives a number of short-term ring-fenced grants which provide additional funding alongside base budgets to support the activity of the aligned homelessness and rough sleeping action plan.

Summary of legal implications

37. There is a legal requirement for Local Authorities to have a five-year homelessness and rough sleeping strategy that sets out information about:
- The scale and causes of homelessness and rough sleeping in their area
 - How they will prevent and tackle homelessness and rough sleeping.
38. BCP council will be developing a new strategy as our current plan aligns 3 different strategies ending in 2021. The Councils new strategy must reflect current issues and priorities for tackling high levels of homelessness and rough sleeping across the conurbation. Wide consultation on the issues and solutions will be key to getting this right for the area.
39. Further to the statutory requirement to publish a strategy, the statutory order pertaining to BCP council requires an aligned strategy to be developed with 2 years and therefore by 31 March 2021.

Summary of human resources implications

N/A

Summary of environmental impact

N/A

Summary of public health implications

40. The combined action plan integrates a range of positive activities which benefit health and wellbeing through housing.

Summary of equality implications

41. Each legacy Homelessness Strategy has an Equality Impact Needs Assessment which remains relevant for the lifetime of the strategy and action plan.

Summary of risk assessment

N/A

Background papers

[Bournemouth Homelessness Strategy 2016-2021](#)

[Poole Housing Strategy Refresh 2018 - 2020](#)

[Dorset Homelessness Strategy 2015-2019](#)

Appendices

Appendix 1 – Combined Homelessness & Rough Sleeping Action Plan 2019/20

COMBINED HOMELESSNESS & ROUGH SLEEPING ACTION PLAN 2019/20

The vision for addressing homelessness in BCP is set out by the following key Objectives:

Objective 1: Prevent homelessness and minimise the use of temporary accommodation

Objective 2: Reduce homelessness and rough sleeping to as close to zero as possible

Objective 3: Develop a range of sustainable housing options and pathways

Objective 4: Develop partnership work and wider communications to ensure efficient and effective use of resources

Objective 5: Key improvements to health, wellbeing and awareness

Objective 6: Update key partnerships, policies, process and protocols following Local Government Reorganisation

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Priorities	Lead	Actions	Target date	Resources	Updates
Objective 1: Prevent homelessness and minimise the use of temporary accommodation					
A) Minimise the use of inappropriate Temporary Accommodation	BCP Strategic Housing	<ol style="list-style-type: none"> Continued focus of resources to reduce use of B&B, through targeted support, rent deposit loans, mediation with landlords, support to sustain move-on tenancies New temporary accommodation/hostels to be developed E.g. Princess Road, Herbert Avenue to reduce use of B and B 	Ongoing, reviewed monthly	Existing staffing	<ol style="list-style-type: none"> Ongoing prevention work to prevent the use of B and B New development plans well underway for new family hostels and £40M homeless acquisition programme well underway involving purchase of properties for homeless households
B) Structure services to ensure the prevention of homelessness of vulnerable adults and families and young people	BCP Strategic Housing	<ol style="list-style-type: none"> Restructure BCP Housing teams to develop and embed a dynamic preventative approach Continued development of preventative resettlement options and private rented sector offer Review and creation of BCP Allocations Policy that will support early intervention and prevention Begin consultation with Adults & Children's services on service models aligning this priority 	March 2020 March 2020 March 2021	Existing staffing	<ol style="list-style-type: none"> Commenced: Housing team restructure commenced. Ongoing: Continued exploration of options and Private Rented Access Scheme now in place available across BCP. Project plan drafted, scheduled for public consultation 2020 Discussions to be tabled now that BCP Service Directors are in place to help shape a new BCP Homelessness Strategy
C) Early intervention, information provision and tailored housing advice to minimise tenancy loss for private tenants.	BCP Strategic Housing	<ol style="list-style-type: none"> Review advice and information available, including a review of the BCP Council website Continue to make information available at a range of appropriate contact points Explore further possibilities to raise awareness among professionals Recently implemented Homes To Let initiative with £480,000 government funding. 	March 2020 Jan 2019 and ongoing	Existing staffing	<ol style="list-style-type: none"> Ongoing: Homelessness pages currently split according to town. Update to include info on Home page relating to Homes to Let initiative. Ongoing: Housing Options Service increased accessible info points. Voluntary sector Street Support website provides range of information and advice. Ongoing: various activities through range of routes (HRB subgroups, Trailblazer, Street Support, Housing Awareness sessions etc). Homes To Let scheme well underway.
D) Ensure all LA Housing Officers receive up to date annual training regarding changing legislation and case law	BCP Strategic Housing	<ol style="list-style-type: none"> Annual training on Housing Law & Homelessness and related areas 	Annually, rolling	Existing staffing	<ol style="list-style-type: none"> Successfully implemented Homelessness Reduction Act Duties. Ongoing training programme in place across teams.
E) Wider promotion of advice services	BCP Strategic Housing Homelessness Reduction Board (HRB) Voluntary Sector Comms/Social Media	<ol style="list-style-type: none"> Maximise promotion of advice services to raise awareness and effectiveness of early intervention service. Effective use of Comms groups, social media, BCP website, Street Support site etc. 	March 2020	Existing staffing and partners	See C 2.Communications strategy development to be delegated to new BCP Homelessness Reduction Board (HRB)communications group
F) Better manage Hospital discharges	BCP Strategic Housing NHS Foundation Trust	<ol style="list-style-type: none"> Develop and implement general and mental health hospital discharge protocols 	March 2020	Existing staffing and partners	<ol style="list-style-type: none"> Existing protocols in place to be reviewed To be monitored via updated Action Plan and by Homelessness Reduction Board (HRB).

Priorities	Lead	Actions	Target date	Resources	Updates
		2. Reduce unnecessary delays in hospitals, increase flow, and enhance communication regarding risk, adaptations required etc.			Case audit activity required where discharges fail to provide adequate housing plans
Objective 2: Reduce homelessness and rough sleeping to as close to zero as possible					
A) Development of existing commissioned rough sleeper service	BCP Strategic Housing /St Mungo's	<ol style="list-style-type: none"> 1. Monitor and review outcomes afforded by additional Rough Sleepers Initiative resource, including analysis of flow to streets. 2. Support and develop innovative approaches to tackling rough sleeping 3. Develop communications strategy specific to services for rough sleepers including public reporting and 'giving' strategy 4. Commission St Mungo's to provide Rough Sleeper Outreach in Christchurch 	<p>April 2020</p> <p>April 2020</p> <p>Ongoing, quarterly reviews</p> <p>November 2019</p>	Existing staffing Additional central government grant. Rough Sleeper Initiative & Rapid re-housing Pathway	<ol style="list-style-type: none"> 1. Ongoing: Monitor ongoing outcomes monthly and via quarterly contract meetings. 2. Ongoing: St Mungo's continue to develop BPRST service. MHCLG RSI allocation has started to shape different service delivery options. Discussions underway to develop BCP consolidated Housing First model for rough sleepers 3. HRB Communications strategy group 4. Agreed in principle, documentation to be finalised (November 2019)
33 B) Wind down EPIC Group with full integration of business as usual approach. Similar issues will also be picked up and monitored by sub-group of Homelessness Action Board	EPIC group Homelessness Reduction Board/related subgroup	<ol style="list-style-type: none"> 1. Have final meeting to wind down and ensure any final work allocated. 2. New Homelessness Reduction Board will have a subgroup related to ASB 3. Subgroups will report to HRB and will include related task and finish functions 	<p>October 2019</p> <p>October 2019</p> <p>Ongoing, report quarterly to HRB</p>	Members of HRB and subgroup	<ol style="list-style-type: none"> 1. Final meeting complete. 2. Board launched 10th Oct 2019 and sub groups to be mobilised after launch 3. To be implemented
C) Consider options and contingency for Rough Sleepers Initiative, including local service integration	BCP Strategic Housing	<ol style="list-style-type: none"> 1. Review service delivery models specifically for rough sleepers & single homeless 2. Scope out potential for augmentation of this work by vol sector partners, linked to HRB 	April 2020	TBC	<ol style="list-style-type: none"> 1. Meetings held on 4th Sept 2019 and 24th Oct 2019 with MHCLG which considered current model and potential ways forward and some potential ideas and actions. More to follow. 2. Need to shape exit and integration strategy for additionally funded activity
D) Review the Single Homeless Accommodation Pathway	BCP Strategic Housing Housing Providers Homeless Health Service	<ol style="list-style-type: none"> 1. Review homelessness accommodation pathway and protocols 2. Monitor trends regarding evictions and other unplanned departures, time in services and planned departures 3. Develop benefits of 'Trauma Informed Care' embedded in accommodation provision 4. Explore options to better support those with Autistic Spectrum needs within the pathway 5. Local connection applied across 	<p>April 2020</p> <p>April 2020</p> <p>April 2020</p> <p>April 2020</p>	Existing staffing	<ol style="list-style-type: none"> 1. Ongoing: Yearly reviews, last one was January 2019. 2. Ongoing: Ensure data is continually collected and analysed across BCP homeless services. 3. Ongoing: Drug & Alcohol C Team developing Adverse Childhood Experiences action plan and training. Trauma Informed Care (TIC) training has been delivered. Supported housing providers developing common paperwork for assessment and support planning – TIC informed and strength-based. 4. Ongoing: To be further explored by HRB

Priorities	Lead	Actions	Target date	Resources	Updates
		BCP for access to supported housing			subgroup Complete – BCP access in place for all supported housing across three areas 5.
E) Identify and review the requirements of wider housing related support services across BCP to households effected by homelessness including <ul style="list-style-type: none"> Rough Sleeping Survivors of Domestic Abuse Those with Disabilities Mental Health Substance Misuse Those with an Offending history Care Leavers 	BCP Strategic Housing BCP Children's Social Care Community Safety Housing Providers Stakeholders CCG DACT	<ol style="list-style-type: none"> Complex needs panel reviewed Refuge access protocol Rough sleeper's pathway developed for Ebed and third and private sector supported housing Bespoke housing needs panel to be reviewed Draft housing care leaver pathway plan in development. Duty to refer protocol to be monitored for effectiveness and adherence. 	March 2020	Existing staffing	<ol style="list-style-type: none"> Need to review panels (hoarding, complex resources, etc) used to support vulnerable homeless Need to review merits of BCP refuge protocol Need to consider the merits of Sleep Safe expansion for Somewhere Safe to Stay initiative for 365 day provision Need to review the provision of bespoke housing service provision in BCP Need to review protocol & pathways for Care leavers and looked after children and families Need to review the process for Duty to Refer
F) Review SWEP arrangements & related winter provision	BCP Strategic Housing Housing Providers Faithworks/Sleepsafe HRB St Mungo's	<ol style="list-style-type: none"> Ensure all arrangements in place for winter 2019/20 including locations and contingencies inc possibility of a harsh winter. Liaise with Faithworks regarding longer Sleepsafe provision. Consider hot weather/heatwave contingencies ahead of summer 2020 	Oct 2019	Existing staffing and partners	<ol style="list-style-type: none"> Discussed at contract review meeting in Sept 2019 with St Mungos in preparation for winter On track, ongoing discussion regarding funding. Agreed 6 month provision, with potential for longer subject to funding options being explored Initial discussion with St Mungo's in Aug 2019
Objective 3: Develop a range of sustainable housing options and pathways					
A) Improve access to private rented sector tenancies	BCP Landlord Liaison	<ol style="list-style-type: none"> Consultation with landlords to establish requirements and concerns. Development & promotion of a 'Landlord Offer' Implement Help to Let Service for landlords 	From August 2018	Existing staffing Potential additional Landlord Liaison staffing	<ol style="list-style-type: none"> Ongoing: Landlord Liaison Officer (LLO) leading. Also, LLO in post for rough sleepers via RSI funding. As above. Landlord Liaison Officer developing Review service offer & consider exit strategy for single grant funded services
B) Ensure opportunities for external funding streams are considered and maximised where possible	BCP Strategic Housing Third Sector Stakeholders	<ol style="list-style-type: none"> Partnerships in place with third sector & statutory services to support access to grants. E.g.; Comic Relief prevention fund, Private Rented Access Scheme fund, Rough Sleeper Support Grant. Maintain close contact with MHCLG & Health partners to maximise opportunities for joint funding Examine Homelessness role at the Health & Wellbeing Board 	March 2020	Existing staffing	<ol style="list-style-type: none"> Including new subgroup of HRB relating to research and funding opportunities. Away Day meeting with MHCLG representatives took place September 2019

Priorities	Lead	Actions	Target date	Resources	Updates
C) Implement new homelessness portfolio	Seascope Homes BCP Strategic Housing PHP Registered Providers	<ol style="list-style-type: none"> Purchase and acquisition of properties Continued implementation of housing management arrangements 	Ongoing	Existing staffing Additional resource of £11.7 million (Bmth)	<ol style="list-style-type: none"> Ongoing: Council continues to purchase portfolio as planned. Properties continue to be acquired/ developed and some leased to Seascope Homes and Property for assured shorthold tenancies. Ongoing: Units tenanted, inc HMOs.
D) Potential further development of the Housing First approach	BCP Strategic Housing, St Mungo's Pivotal	<ol style="list-style-type: none"> Review Housing First Service Service Level Agreement Develop and implement ongoing Housing First Model across BCP Review different options/variants of model for scaling up and potential risks and rewards of this 	April 2020	Existing Housing Related Support Review	<ol style="list-style-type: none"> Commenced. Meeting with BCP Housing Landlord services and Poole Housing Partnership in Sept 2019 to review service to date Commenced Meeting with Threshold provider in Sept 2019 to share ideas and perspectives on models and best practice, Portfolio Holder visit to Finland <p>Meeting scheduled in November to take stock of the way forward</p>
Objective 4: Develop partnership work and wider communications to ensure efficient and effective use of resources					
35 A) Develop inter-agency understanding and joint working	BCP Strategic Housing Homeless Reduction Board	<ol style="list-style-type: none"> Launch HRB & BCP Homelessness Partnership on 10th October with introductory meeting Finalise Board members agree vision and key objectives for subgroups Subgroup members to be finalised Regular updates and analysis of progress to Board 	<p>Oct 2019</p> <p>Nov 2019</p> <p>Nov 2019</p> <p>Ongoing, regular updates at quarterly meetings of Board.</p>		<ol style="list-style-type: none"> Complete with wide attendance Agreed Following launch, sub groups will be established Ongoing, Board will meet quarterly
B) Work in partnership to minimise impact of welfare reform and other legislative developments	HRB Financial Inclusion Subgroup to lead	<ol style="list-style-type: none"> Homelessness Reduction Board will have a Financial Inclusion Sub-group to lead on this area. Continued active monitoring of impact of Welfare Reform and other legislative developments Review commissioning of Financial Wellbeing Service 	<p>Oct 2019</p> <p>Ongoing</p>	Existing staffing CAB Universal Credit service	<ol style="list-style-type: none"> New action New action To be undertaken annually as previously
C) Review homelessness communications with stakeholders	HRB Comms Group	<ol style="list-style-type: none"> Liaise with partners to establish a joint communications approach via HRB and Comms team. 	Oct 2019	Existing staffing and partners	<ol style="list-style-type: none"> HRB will assist with this area and will have a Comms Group with BCP representation Develop a comms plan
D) Consider merits of an online information sharing system for Rough Sleepers & Single Homeless	BCP Strategic Housing HRB Legal	<ol style="list-style-type: none"> Explore options in the first instance, including CHAIN system, virtual passport, etc. Finalise as part of a multi-agency business case. 	March 2020	Existing staffing and partners.	<ol style="list-style-type: none"> Initial discussions with St Mungo's regarding this have taken place. (Aug 2019). Will be done in consultation with the Homelessness Reduction Board
Objective 5: Key improvements to health, wellbeing and awareness					

Priorities	Lead	Actions	Target date	Resources	Updates
A) Improve access to health interventions for those homeless or at risk of being homeless, and particularly rough sleepers	BCP Strategic Housing Homeless Health Network NHS Addaction St Mungo's	<ol style="list-style-type: none"> 1. Look to review role of Health Bus, St Pauls facilities and potential drop-ins at town centre churches to maximise access to health interventions. 2. Ensure rough sleepers and other homeless individuals have equitable access to GP surgeries and do not experience unnecessary barriers or prejudice. 	<p>March 2020</p> <p>Ongoing</p>	Existing staffing and partners	<ol style="list-style-type: none"> 1. To be followed up by Homeless Health sub group as part of HRB. 2. Previous work done to promote this by Homeless Health Service lead in 2018. To be followed up as part of Homeless Health sub group.
B) Improve access to mental health interventions for those homeless or at risk of being homeless, and particularly rough sleepers	BCP Strategic Housing Homeless Health Network NHS/CMHT St Mungo's	<ol style="list-style-type: none"> 1. Review role of Health Bus, St Pauls facilities and potential drop-ins at town centre churches to maximise access to health interventions. In particular, explore opportunities for the provision of a similar service to the Retreat, but allowing access for these under the influence of substances. 2. Support Routes to Roots to further enhance outreach support services in Poole 3. Work to improve joint-working in relation to access to mental health support for rough sleepers and those otherwise homeless/at risk of homelessness. 4. Pilot psychological support and interventions for those working with those with particularly complex needs and behaviours 	March 2020	Existing staffing and partners	<ol style="list-style-type: none"> 1. New action, to be progressed 2. New action, to be progressed 3. New action, to be progressed 4. Already in place for rough sleeping, to be extended as appropriate
C) Promote an asset and strength-based approach, with emphasis on being trauma informed. Develop Psychological Informed Environments across a broad range of local services	BCP Strategic Housing Homeless Health Network Providers	<ol style="list-style-type: none"> 1. Staff trained in focusing on assets and strengths as building blocks to sustainability and self-efficacy. 2. Review paperwork and assessment tools to ensure as simple and trauma-informed as possible. 3. Ensure reflective practice approach becomes embedded in local services delivering person centred support and interventions to the most vulnerable 	March 2020	Existing staffing and partners	<ol style="list-style-type: none"> 1. New action , to be progressed 2. New action , to be progressed 3. New action , to be progressed
D) Ensure safeguarding awareness remains embedded in all frontline housing practice.	BCP Strategic Housing	<ol style="list-style-type: none"> 1. Ensure all staff are fully trained & refresher training provided 2. Housing safeguarding champion 3. Ensure this area remains key component to monitoring of Housing Related Support services. 4. Develop assurance from Homelessness Partnership of 	March 2020	Existing staffing and partners	<ol style="list-style-type: none"> 1. Develop 12-month training programme to build on existing training levels 2. Continue safeguarding network across housing 3. New action, to be progressed 4. New action, to be progressed

Priorities	Lead	Actions	Target date	Resources	Updates
		effective safeguarding practice, reporting and awareness.			
Objective 6: Update key partnerships, policies, process and protocols following Local Government Reorganisation					
A) Ensure appropriate housing / homelessness arrangements are in place to support young people (including 16, 17-year olds, teenage parents, care leavers, young offenders)	BCP Strategic Housing & Children's Services	Review existing arrangements & develop new processes / protocols for: <ol style="list-style-type: none"> 1. Information, Advice & Guidance 2. Targeted Early Help offer 3. Referral & Access points, access to emergency accommodation & support 4. Supported Housing review and commissioning 5. Defined Settled housing move-on pathway options 	2020	Existing Resources	New actions to be progressed in anticipation of a new BCP Homelessness Strategy
B) Develop support arrangements for families impacted by homelessness, including those intentionally homeless	BCP Strategic Housing & Children's Services	Review existing arrangements & develop new processes / protocols for: <ol style="list-style-type: none"> 1. Information, Advice & Guidance 2. Targeted Early Help offer 3. Referral & Access points, access to emergency accommodation & support 4. Temporary Accommodation review and housing support commissioning 5. Defined Settled housing move-on pathway options 	2020	Existing Resource	New actions to be progressed in anticipation of a new BCP Homelessness Strategy
C) Develop early intervention and preventative protocols prison discharges	BCP Housing & Adults Services	Review existing arrangements & develop new processes / protocols	2020	Existing Resource	New actions to be progressed in anticipation of a new BCP Homelessness Strategy
D) Develop multi-agency arrangements which address adults impacted by homelessness and multiple disadvantage	BCP Housing & Adults Services	Review existing arrangements & develop new processes / protocols Reaffirm arrangements with SAB	2020	Existing Resources	New actions to be progressed in anticipation of a new BCP Homelessness Strategy
E) Develop early intervention and preventative protocols for households whose behaviour is anti-social linked to offending and / or impacts local communities	BCP Housing & Community Services	Review existing arrangements & develop new processes / protocols	2020	Existing Resources	New actions to be progressed in anticipation of a new BCP Homelessness Strategy

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CABINET



Report subject	Consultation on School Admissions Arrangements 2021-22 and the Relevant Consultation Area
Meeting date	13 November 2019
Status	Public Report
Executive summary	<p>To advise Cabinet of the statutory requirement to consult prior to the setting of School Admission arrangements for schools for which it is an admission authority and a single co-ordinated scheme for the school place application and offer process.</p> <p>To seek permission to consult on proposed admission arrangements and supplementary information form (SIF).</p> <p>To recommend that a single Relevant Area for consultation on proposed admission arrangements be adopted.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet adopt: the single Relevant Area for consultation on school admission arrangements for the 2021-22 year in accordance with Part III, Chapter I, Section 89(3) of the 1998 School Standards and Framework Act</p> <p>(b) Cabinet approve the commencement of statutory consultation on</p> <p>i) the admission arrangements for maintained community schools in accordance with Part III, Chapter I, Section 89 of the 1998 School Standards and Framework Act and Section 1 of the School Admissions Code 2014</p> <p>ii) the co-ordinated Admissions Scheme for the administration of the 2021-22 year in accordance with Part III, Chapter I, Section 89 of the 1998 School Standards and Framework Act and paragraphs 2.20-2.22 of the School Admissions Code 2014.</p>

Reason for recommendations	<p>The Council is legally required to review and consult on admission arrangements for the 2021-22 academic year for all maintained schools for which it is an admission authority and to agree co-ordinated admission arrangements for all admission authorities in the area. Arrangements must be determined by the Council by 28 February 2020.</p> <p>To enable a consultation to be undertaken the Council is required to set a 'Relevant Area' within which the consultation must take place.</p> <p>The Council has a legal responsibility to ensure that there are sufficient school places.</p>
Portfolio Holder(s):	Councillor Sandra Moore, Portfolio Holder for Children and Families
Corporate Director	Judith Ramsden, Corporate Director of Children's Services
Contributors	Neil Goddard, Director Quality and Commissioning; Felicity Draper, Senior Manager Access and School Commissioning; Julie Gale, Senior Manager Access
Wards	All
Classification	For Decision

Background

1. The Council and those schools which are deemed to be an 'admission authority' are required each year to set arrangements explaining how and when they will decide to whom they will offer a school place. The Council must also set an administrative scheme setting out for parents and schools how the application and offer process will be co-ordinated. To ensure that these arrangements meet all legal requirements and that the process is transparent the Council must put in place a 'Relevant Area' for consultation on the proposed arrangements.
2. The Council and all other school admission authorities are required to operate their admission arrangements in accordance with the Department for Education 2014 School Admissions Code.
3. The predecessor authorities of Bournemouth, Christchurch and Poole set arrangements in accordance with the Department for Education's School Admissions Code 2014 relating to the 2020-21 academic year as they were required to be in place no later than 28 February 2019.
4. The Council must now consult on the arrangements that will apply across the whole area for the 2021-22 year. The outcome of the consultation will be brought back to Cabinet in January 2020 for the arrangements to be determined prior to the statutory deadline of 28 February 2020.

Relevant Area(s)

5. The 1998 School Standards and Framework Act requires a local authority to set a relevant area(s) for consultation by admission authorities on proposed school admission arrangements.
6. The predecessor authorities of Bournemouth Borough Council, Dorset County Council (for Christchurch) and Borough of Poole set Relevant Areas co-terminus with their local authority boundaries plus an area including as a minimum, primary schools within 1 mile and secondary schools within 3 miles of the outside of the local authority boundary.
7. As an interim measure the Council decided at the Cabinet meeting of 11 July to continue with these local arrangements until a full consultation on arrangements for the 2021-22 year onwards could be undertaken and determined by BCP Council.
8. A consultation was held between 4 September 2019 and 15 October 2019 with all schools, the four local Diocese and neighbouring local authorities of Dorset and Hampshire on a proposal to have in place a single consultation area. Details of the consultation are attached at Appendix 1.
9. It is recommended that the Council adopt a single consultation area co-terminus with the local authority boundary plus an area including primary schools within 1 mile and secondary schools within 3 miles of the outside of the local authority boundary as in Appendix 1. Neighbouring local authorities of Dorset Council and Hampshire County Council will be automatically consulted.

Admissions Policy and Published Admission Numbers

10. The Council is required to have an admissions policy for its maintained primary schools located in Poole and Christchurch.
11. The admissions policy must explain how to apply for a place and once an application is received how it will be processed. It must contain clear oversubscription criteria should there be more applications for places than there are places available. The number of places available at a main point of entry for each school – The Published Admission Number - must also be set and included in the policy for parents.
12. A proposed policy for consultation is attached at Appendix 2. There will be a separate consultation with maintained primary schools prior to the release of the full consultation. Linked policies to the document in relation to admission out of year group and admission of Looked After Children remain unchanged.
13. Appendix 3 is the proposed supplementary information form. This form will only to be used for applications where a family is applying for a CE voluntary controlled school on denominational grounds.
14. Proposed Published Admission Numbers for 2021-22 for each of the maintained primary schools are attached at Appendix 4. There are no changes to those set

for the 2020 -21 year, by the preceding local authorities as there are sufficient school places.

Co-ordinated Scheme

15. The Council is required under Paragraphs 2.20-2.22 of the Department for Education's School Admissions Code to set a Co-ordinated Scheme for the processing of school applications for entry to school in September 2021.
16. The scheme recommended for consultation and attached in Appendix 5 is a single scheme for the whole of the Bournemouth Christchurch and Poole area. The scheme is in principle the same as that set by the Council for the 2020-21 year with minor date alterations.

Consultation

17. It is proposed that a statutory six week public consultation period be held from 18 November 2019 to 3 January 2020.
18. A notice will be published in the Daily Echo in December 2019 advising parents and interested parties that copies of the proposed admission arrangements can be inspected in the three main public libraries in Bournemouth Christchurch and Poole and identified Council offices. Additionally, the documents will be placed on the Council's website giving the address to which comments can be sent. Council communication platforms including Facebook and Twitter will also be utilised.
19. Copies of all documents will be sent to all school admission authorities within BCP council and the relevant consultation area as well as neighbouring Councils. The Council will also act as a co-ordinator of individual admission authority consultations through the website.

Summary of financial implications

20. The admissions function is entirely funded from the Dedicated Schools Grant (DSG). Therefore, there are no wider revenue budget implications to the Council. The recommendations set out above are intended to be accommodated within the existing budget allocated from within the DSG for this purpose.

Summary of legal implications

21. The Council must have in place by no later than 28 February 2020 a co-ordinated scheme for processing admission applications; an admissions policy for all maintained community and voluntary controlled primary schools and published admission number of each of the schools.
22. Consultation on these arrangements must take place for a minimum of a six week period between 1 October and 31 January in the determination year.
23. If no action is taken the Council will not meet its statutory duty to have admission arrangements which meet the requirements of the School Admissions Code 2014.

24. The Council must have in place a Relevant Area within which admission authorities located within the local authority area must consult on proposed school admission arrangements.
25. If no action is taken, the Council will not meet its statutory duty to have in place a Relevant Area for consultation and a Co-ordinated Admissions Scheme as required by the School Standards and Framework Act 1998.

Summary of human resources implications

26. None

Summary of environmental impact

27. The continuance of school catchment areas or a distance measurement within admission policies encourages travel to local (rather than distant) schools by giving priority for admission to children living near to each school whilst still meeting the legal requirement for parents to be free to express a preference for any school irrespective of distance.

Summary of public health implications

28. None

Summary of equality implications

29. School Admission arrangements, The Co-ordinated Scheme and Relevant Area are governed by statute, statutory regulation and a Code of Practice and are required to meet all legislative requirements of equality legislation.

Summary of risk assessment

30. The main strategic risk is a breach of a statutory requirement to consult on admission arrangements and a co-ordinated scheme prior to their determination to enable school places to be allocated in accordance with the School Admissions Code 2014. Not setting a Relevant Area for consultation would also be in breach of the statutory responsibilities of the Council.

Background papers

Department for Education School Admissions Code 2014 – Published works

The School Standards and Framework Act 1998

The Education Act 2002

The Education and Inspections Act 2006

School Admissions Code 2014

The Education (Determination of Admission Arrangements) Regulations 1999

The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999

The Education (Determination of Admission Arrangements) (Amendments) (England) Regulations 2002

The School Admissions (Co-ordination of Admission Arrangements) (England) Regulations 2008

Appendices

Appendix 1 – Relevant Area Consultation

Appendix 2 – Bournemouth, Christchurch and Poole Council Admissions Policy
2021/22

Appendix 3 – Supplementary Information Form (SIF)

Appendix 4 – Proposed Published Admission Numbers (PANs)

Appendix 5 – Co-ordinated Scheme 2021/22

Relevant Area Consultation

1. The Law requires all local authorities to consult and determine a Relevant Area for school admissions. The Relevant Area describes the geographical area within which consultations on individual mainstream school admission arrangements takes place.
2. When BCP Council was formed in April 2019, a Relevant Area was needed for BCP for 2020/21 admissions. It was decided to adopt a Relevant Area that was co-terminus with the new BCP boundary including as a minimum, non-BCP primary schools within a mile and secondary schools within 3 miles of the outside of the local authority boundary for the remainder of the 2020/2021 admissions round.
3. In order to ensure that a Relevant Area is in place for 2021/22 and 2022/23, BCP Council has consulted on the continued use of the adopted Relevant Area. The consultation took place between 4 September 2019 and 15 October 2019. BCP Council consulted with:
 - neighbouring local authorities;
 - all other admission authorities in the LA; and
 - all other admission authorities bordering the LA (1 mile away for primary schools and 3 miles away for secondary schools)

in accordance with The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999.

4. The consultation asked schools to consider the Relevant Area for BCP Council as:
 - for all BCP Infant, Junior, First, Primary schools (academy, community, voluntary controlled, free, voluntary aided and foundation) will be the geographical area of BCP Council plus a minimum 1 mile buffer zone.
 - for all BCP All Through, Middle (deemed secondary) and Secondary (academy, community, free, studio voluntary aided and foundation) will be the geographical area of BCP Council plus a minimum 3 mile buffer zone.
5. BCP Council received three responses to the consultation. Two of the responses were general enquiries regarding the purpose of the Relevant Area. The third response requested that the Relevant Area was precisely defined and that schools were provided with assistance in identifying which schools and authorities they would need to consult with.
6. BCP Council will continue to support schools undertaking consultations on their admission arrangements by offering a specific consultation period that BCP Council will coordinate. BCP Council would ensure that all schools in the Relevant Area are made aware of consultations from the schools that wish to participate in a coordinated approach. For all other schools that choose to consult independently, BCP council will be able to provide names and contact details.
7. In order to ensure the Relevant Area is precisely defined, it is proposed that BCP Council adopt the following definition:

The Relevant Area for BCP Council comprises:

- all schools that operate within the geographical area of BCP Council;
- the neighbouring local authorities of Dorset Council and Hampshire County Council;

- all other admission authorities for primary schools up to 1 mile away from the BCP Council boundary; and
 - all other admission authorities for secondary schools up to 3 miles away from the BCP Council boundary.
8. Schools will continue to be advised that they must consult in accordance with paragraphs 1.42-1.45 of The School Admissions Code (2014) and that they may wish to consider the appropriateness of consulting with schools and other relevant parties outside the defined Relevant Area.



**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
ADMISSIONS POLICY 2021/22**

**COMMUNITY AND VOLUNTARY CONTROLLED INFANT, JUNIOR AND PRIMARY
SCHOOLS**

(FOR ENTRY TO RECEPTION & TRANSFER TO JUNIOR SCHOOL)

The admission authority for all community and voluntary controlled schools mainstream schools in the Bournemouth, Christchurch and Poole Council area is the Local Authority. This policy applies to applications for school places starting in September 2021 and should be read in conjunction with the parents' guide available at bcpcouncil.gov.uk/schooladmissions from 12 September 2021.

Children with an Education, Health and Care Plan issued by a local authority naming a school where a child should receive his/her education will be admitted to that school before preferences are considered for admission in September.

Where there are more applications than places available the following criteria will be used, in numerical order, to decide the priority list for the offering of places up to the school's Published Admission Number:

1. "Looked After Children" or "previously Looked After Children" (note 1)
2. Children who appear to have been in state care outside of England and ceased to be in state care as a result of being adopted (note 2)
3. Children who BCP Council accepts have an exceptional medical or social need and where there is a need for a place at one specific school (note 3)
4. Children who live in the school's catchment area who have a sibling who is already on the roll of the school and will continue to attend the school at the time of admission (note 4)
5. Children living within the school's catchment area who are attending a recognised feeder school and are on that school's roll at the time of application (note 5)
6. All other children who live in the school's catchment area
7. Children who live outside the school's catchment area who have a sibling who is already on the roll of the school and will continue to attend the school at the time of admission (note 4)
8. Children living outside the school's catchment area who are attending a recognised feeder school and are on that school's roll at the time of application (note 5)
9. Children living outside the school's catchment area and whose parents wish them to attend a CE voluntary controlled school on denominational grounds (note 6).

10. Children of staff where the member of staff has been employed for two or more years at the school applied for at the time the application for admission is made or who have been recruited to a vacancy to meet a demonstrable skills shortage as at the date of application (in year) or relevant closing date under the LA co-ordinated scheme (normal year of entry) and who still intend to be employed at the school at the time of the child's admission (note 7)
11. All other children who live outside the school's catchment area.

If a school is oversubscribed in any of the categories above, children in the oversubscribed category who live closest to the school will be given priority (notes 8 and 9). If the distance measurement is equal for two or more applicants the place will be allocated by the drawing of lots (note 10).

Please ensure you read notes 1 to 10 and the remainder of this policy for further information.

Admission arrangements

Admission will be in accordance with the agreed scheme for co-ordinated admission arrangements 2021/22.

Starting Reception in 2021/22

All children can start in Reception on a full-time basis in September 2021. Parents/carers may discuss with the Headteacher whether or not their child should start on a part-time basis. The final decision will rest with the parent/carer of the child.

Delayed or deferred start

For children born between 1 September and 31 March, parents can delay their child's start date until later in the school year but not beyond the point at which they reach compulsory school age (i.e. by the start of the term following their fifth birthday). For children born between 1 April and 31 August, parents can also delay their child's start date; but not beyond the beginning of the final term of the school year (i.e. the term that starts after the Easter/Spring holidays) for which the offer was made.

The school place offered cannot be delayed until the following academic year – it must be taken up in the academic year for which it is offered. Parents and carers who do not take up the offer of a place during the Reception year will need to reapply for a school place the following year. Places offered but not taken up by the beginning of the final term (i.e. the term that starts after the Easter/Spring holidays) will be withdrawn.

If parents/carers want to apply for the following year they would normally be expected to apply for a place in Year 1. Parents and carers need to be aware that Year 1 in the school they were originally offered could be full at this stage.

Applications for a place in a year group different to that determined by date of birth, including delayed admission to reception for summer born children

Applications for children to be educated in a year group different to that determined by their date of birth, including delayed admission to reception for summer born children, will be considered on their individual merits by a specialist panel comprising: a Senior Officer from the School Admissions Team, a senior member of the SEND Team where a child has/is believed to have special educational needs and the Headteacher of the school applied for.

Details of what you need to do to apply for a different year group can be found in the policy document “Policy for responding to parental requests for admission to community and voluntary controlled schools to a year group different to that determined by their date of birth, including delayed admission to reception for summer born children” available online at bpcouncil/schooladmissions or from the School Admissions Team.

Parents considering this are advised to contact the Local Authority at the earliest possible opportunity (preferably before 30 November 2020) to ensure a decision has been made by the Local Authority before the national closing date for applications to Reception.

Excepted pupils for infant classes (Years R, 1 and 2)

Infant classes must not contain more than 30 pupils with a single school teacher. Additional children may be admitted under limited exceptional circumstances. These children will remain an ‘excepted pupil’ for the time they are in an infant class or until the class numbers fall back to the current infant class size limit. The excepted children are:

- Children admitted outside the normal admissions round with Education, Health and Care Plans;
- Looked After Children and Previously Looked After Children admitted outside the normal admissions round;
- Children admitted, after initial allocation of places, because of a procedural error made by the admission authority or local authority in the original application process;
- Children admitted after an independent appeals panel upholds an appeal;
- Children who move into the area outside the normal admissions round for whom there is no other available school within reasonable distance;
- Children of UK service personnel admitted outside the normal admissions round;
- Children whose twin or sibling from a multiple birth is admitted otherwise than as an excepted pupil;
- Children with Special Educational Needs who are normally taught in a special educational needs unit attached to the school, or registered at a special school, who attend some infant classes within the mainstream school.

In Year Fair Access

All the admission authorities in BCP Council have established an In Year Fair Access Protocol. The purpose of the In Year Fair Access Protocol is to ensure that – outside the normal admissions round – unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. Cases are considered by a Panel comprising Headteachers and/or their representatives. When seeking to place a child, the Panel will consider all schools in a fair, equitable and consistent manner. Decisions of the Panel may mean that individual schools admit children above the Published Admission Number. Admission authorities will not normally be asked to admit a child to an infant class where there are already 30 children in the class.

In Year Admissions – Looked After Children

A Looked After Child (see Notes) may be admitted to a school above the Published Admission number if it is felt by the local authority that a particular school is the most

appropriate placement to meet the needs of the individual child. BCP Council has adopted a Protocol for dealing with in year admissions of Looked After Children.

Home Address

The home address where a child lives is considered to be a residential property that is the child's main or only address during term time. Applicants can be asked to provide additional evidence in order to verify addresses and/or other details provided. It is at the discretion of the local authority what evidence is required (evidence may include, but is not limited to, Child Benefit, GP registration, evidence of home ownership/tenancy etc.). The final decision on the home address of a child will be made by BCP Council. If any information supplied by an applicant is judged by the local authority to be fraudulent or intentionally misleading, the Council may refuse to offer a place, or if already offered, may withdraw the offer.

Applications from separated Parents/Carers

Only one application can be considered for each child. Where parents/carers are separated it is essential that agreement is reached by both parties concerning the nominated preferred schools. Where a child spends part of their week with one parent and part with the other, only one address can be used. This must be the address at which the child spends most of their time during term time. Applicants can be asked to provide additional evidence in order to verify addresses and/or other details provided. It is at the discretion of BCP Council what evidence is required (evidence may include, but is not limited to, Child Benefit, GP registration, evidence of home ownership/tenancy etc.). The final decision on the home address of a child will be made by the Council. If any information supplied by an applicant is judged by BCP Council to be fraudulent or intentionally misleading, the Council may refuse to offer a place, or if already offered, may withdraw the offer.

Applications for children of multiple births

If there are insufficient places to accommodate all the children of a multiple birth (i.e. twins, triplets etc) in any year group and one child can be admitted, the other siblings of the multiple birth will be admitted over the school's Published Admission Number. If it is in an infant class (Years R, 1 and 2) the additional children over the PAN will be considered as excepted pupils for the entire time they are in an infant class at the school or until the class numbers fall back to the infant class size limit in accordance with the School Admissions Code.

Waiting Lists

The LA operates a limited waiting list policy. Parents can apply to have their child's name placed on a waiting list for the academic year for which the school place was refused. If parents wish to keep a child on a waiting list beyond this term they will need to write in for an extension. There is no guarantee of a school place by remaining on the waiting list.

Appeals

If the LA is unable to offer a place at a school that has been applied for, the parent has the right to appeal to an independent Appeals Panel. Details will be included in the letter refusing the school place. The decision of the Panel is binding on all parties

Notes

1. A "Looked After Child" means any child who is in the care of a local authority in accordance with Section 22 (1) of the Children Act 1989. A child who was "previously a Looked After Child" means a child who after being Looked After became subject to an

Adoption Order under the Adoption Act 1976 or under Section 46 of the Adoption and Children Act 2002, a Residence Order or Child Arrangement Order under Section 8 of the Children Act 1989 or Special Guardianship Order under Section 14A of the Children Act 1989. Applicants can be asked to provide additional evidence in order to verify the previously looked after status of a child. It is at the discretion of BCP Council what evidence is required. The final decision will be made by the Council. If any information supplied by an applicant is judged by BCP Council to be fraudulent or intentionally misleading, the Council may refuse to offer a place, or if already offered, may withdraw the offer.

2. A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society. Applicants can be asked to provide additional evidence in order to verify the previously looked after status of a child. It is at the discretion of BCP Council what evidence is required. The final decision will be made by the Council. If any information supplied by an applicant is judged by the BCP Council to be fraudulent or intentionally misleading, the Council may refuse to offer a place, or if already offered, may withdraw the offer.
3. If applying under medical or psychological grounds, written advice from an NHS Consultant (for medical grounds), or an NHS Consultant Psychiatrist (for psychological grounds) that documents the child or young person's medical or psychological needs must be included with the application. Children will only meet this criterion if the school(s) named on the application form is assessed by BCP Council to be the only school(s) that can meet any specific medical or psychological needs identified.
4. "Sibling" means:
 - a full brother or sister who lives with one or both parents or carers in the same property during the school week.
 - a half-brother or half-sister who lives with one or both parents or carers in the same property during the school week.
 - an adoptive brother or sister who lives with one or both parents or carers in the same property during the school week.
 - a foster brother or sister who lives with one or both parents or carers in the same property during the school week.
 - non-blood related children who, together, all live with one or both parents or carers in the same property during the school week.
5. Children who are on roll at the recognised feeder Infant School and are applying to the recognised receiver Junior School. This applies to Mudeford Infant & Junior Schools and Christchurch Infant & Junior Schools only.
6. In order to qualify for consideration under this category, parents/carers will need to show that at least one adult family member and the child to whom the application relates to have been attending their local church at least once a month for a minimum of a year prior to the closing date for applications. The application must also be supported by a Supplementary Information Form signed by the vicar/priest/minister or leader of the church confirming this.
7. Staff are defined as all Bournemouth, Christchurch and Poole Council employed teaching and support staff at the preferred school. 'Children of staff' refers to situations where the staff member is the natural parent, the legal guardian or a resident step

parent. If applicants wish to be considered under this criterion then a letter from the Headteacher confirming the above applies to the applicant must be provided at the time of application.

8. With the exception of Hillbourne Primary School the distance between the child's home and preferred school will be determined by the shortest straight line measurement calculated using the LA's geographical information system in use at the time of allocation (the system at the time of setting the policy is Servelec Synergy, and takes the measurement between the address mapping points of the school and the applicant's home). NB. School transport is based on walking distances.

9. **For Hillbourne Primary School** the distance from home to school is measured using the shortest, safe and practicable walking route using the centre line of roads and footpaths (excluding paths identified for the sole use of bicycles i.e. cycleways). Roads and footpaths measured are normally public. If your property is only accessible via a private road or footpath, this road or footpath may be included in the measurement.

The starting point for the measurement is taken from your home address. This has been geolocated using the geocoded address point obtained from the local authority's Local Land and Property Gazetteer. The total distance measured is a combination of 2 measurements using 3 points:

- i) Geocoded home address point
-to-
- ii) Centre of nearest road/footpath
-to-
- iii) Nearest approved school access point that is for use by pupils

All measurements are obtained from the local authority's Admissions System. The GIS maps used are provided by Ordnance Survey and represent the position as at the beginning of the annual admission cycle i.e. September in the year prior to admission. Any alterations to Ordnance Survey map references, footpaths or roads added after this time will not be taken into consideration. No measurements obtained through other sources (e.g. search engines, mapping systems) will be accepted.

10. For applicants living on islands or residing permanently on a boat within Poole harbour, the distance measurement will be a straight line from the geocoded home address point to either:

1. the nearest public landing steps at Poole Quay, or
2. a point on the mainland that the applicant proves to the satisfaction of the local authority that he/she can access

The total distance measured is a combination of 3 measurements using 4 points:

- i) Geocoded home address point
-to-
- ii) Public landing steps or other approved access point on the mainland
-to-
- iii) Centre of nearest road/footpath
-to-
- iv) Nearest approved school access point that is for use by pupils using a straight line or walking route distance dependent upon the school applied for.

If an applicant advises the local authority that the child would or could use the Sandbanks/Studland Chain Ferry in the journey to school, then the distance will be measured on that basis from the geocoded home address point and will include the distance travelled by the ferry.

11. If there are insufficient places to accommodate all applicants and the distance criterion is used, the local authority will use random allocation for applicants living an equal distance from the school (up to three decimal points) or at the same address or in the same block of flats who are eligible for the remaining places. Applicants will have their names drawn as lots to see who should be offered the place(s). The person drawing the names will be an officer within the local authority who has no involvement in the school admissions process.

Supplementary Information Form in support of an application for a place at an Infant, Junior or Primary School on religious grounds

Please complete this form if you are applying for a place for a child on religious grounds. Please tick school(s) you are applying for – form can be used for one or all of your three preferences:

- **Baden Powell & St Peter's CE Junior School** (Section A, D and E) ☐
- **Bishop Aldhelm's CE Primary School** (Section A, B and E) ☐
- **Burton CE Primary School** (Section A, C and E) ☐
- **Lilliput CE Infant School** (Section A, D and E) ☐
- **Longfleet CE Primary School** (Section A, D and E) ☐

PLEASE REFER TO THE RELEVANT SCHOOL'S ADMISSIONS POLICY FOR FURTHER INFORMATION ON HOW THE SCHOOL'S FAITH OVERSUBSCRIPTION CRITERIA IS APPLIED

The Priest/Vicar/Minster/Leader of Church may wish to see your child's baptismal/enrolment certificate as evidence of baptism before signing the Supplementary Information Form. Please ensure that this is provided to the Priest/Vicar/Minister/Leader of Church at the time of requesting they complete this form.

Section A (to be completed by the Parent/Carer) (Please do not use abbreviated or "known as" names)	
Child's Legal Surname	
Child's First Name	
Child's Date of Birth	
Child's Home Address	

Section B - For Bishop Aldhelm's CE Primary School		
Has the child attended worship at least once a month at a recognised Christian church or religious group for at least the last 6 months? and	Yes <input type="checkbox"/>	No <input type="checkbox"/>
The Church or religious group is (tick one of the following):		
Is a member of the 'Anglican Communion'	<input type="checkbox"/>	
Is a member of (or in fellowship or partnership with, or of the same denomination as a member church of) the 'Evangelical Alliance' or the 'Fellowship of Independent Evangelical Churches' or 'Affinity'	<input type="checkbox"/>	
Is one that is in agreement with the Basis of Faith and the Objectives of 'Churches Together in Bournemouth, Christchurch and Poole' (or your local Churches Together group)	<input type="checkbox"/>	

Section C - For Burton CE Primary School		
Has the child attended worship at least once a month at a recognised Christian church or religious group for at least the last year? and	Yes <input type="checkbox"/>	No <input type="checkbox"/>
The Church or religious group is (tick one of the following):		
Is a member of the 'Anglican Communion'	<input type="checkbox"/>	

Is a member of (or in fellowship or partnership with, or of the same denomination as a member church of) the 'Evangelical Alliance' or the 'Fellowship of Independent Evangelical Churches' or 'Affinity'	<input type="checkbox"/>
Is one that is in agreement with the Basis of Faith and the Objectives of 'Churches Together in Bournemouth, Christchurch and Poole' (or your local Churches Together group)	<input type="checkbox"/>

Section D - For Baden Powell & St Peter's CE Junior School, Lilliput CE Infant School or Longfleet CE Primary School

Has the child been Baptised or Dedicated at a recognised Christian Church? and	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Has the child attended worship at least twice a month at a recognised Christian church or religious group for at least one year? and	Yes <input type="checkbox"/>	No <input type="checkbox"/>
The Church or religious group is (tick one of the following):		
Is a member of the 'Anglican Communion'	<input type="checkbox"/>	
Is a member of (or in fellowship or partnership with, or of the same denomination as a member church of) the 'Evangelical Alliance' or the 'Fellowship of Independent Evangelical Churches' or 'Affinity'	<input type="checkbox"/>	
Is one that is in agreement with the Basis of Faith and the Objectives of 'Churches Together in Bournemouth, Christchurch and Poole' (or your local Churches Together group)	<input type="checkbox"/>	

Section E

(to be completed by Priest/Vicar/Minister/Leader of Church)

I confirm that the information is correct

Name of Priest/Vicar/Minister/Leader of Church (please print)			
Name of Church			
Church Address			
Signature		Date	

Parent(s)/Carer(s): Please send the completed form to:

Poole School Applications: The School Admissions Team, Quality and Commissioning, Dolphin Centre, Poole, BH15 1SA

Christchurch School Applications: The Admissions Services Team, THE-3, Town Hall, St Stephen's Road, Bournemouth, BH2 6DY

General Data Protection Regulation (GDPR) and Data Protection Act (DPA) 2018 - We process your personal information in accordance with GDPR and Data Protection Act 2018. If you would like to know how we use your information, please see our Privacy Notice on the Council's [Privacy policy](#) link.

APPENDIX 4**Proposed Published Admissions Numbers 2021/22 for Community and Voluntary Controlled Schools**

School Name	Proposed Published Admissions Number 2021/22
Burton CE Primary School	60
Christchurch Infant School	120
Hillbourne Primary School	60
Mudeford Community Infant School	60
Mudeford Junior School	66
Somerford Primary School	60



BCP COUNCIL

COORDINATED ADMISSION SCHEME FOR 2021/22

All schools in Bournemouth, Christchurch and Poole together with the Local Authority have, in accordance with statutory requirements, agreed to coordinate the main entry admission and transfer process for 2020-21. The agreed scheme enables an application to be made on a single application form.

The coordinated scheme applies to the following admission points of entry:

Point of Entry	National Closing Date (Applying on Time)
Entry in Reception at all First, Infant Primary and All-Through schools	15 January 2021
Entry into Year 3 at Junior schools	15 January 2021
Entry into Year 5 at Broadstone Middle School	15 January 2021
Entry into Year 7 at schools with a point of entry at year 7	31 October 2020
Entry into Year 9 at Corfe Hills School and LeAF Studio School	31 October 2020

BCP Council will coordinate with other local authorities to ensure that a child receives only a single offer of a school place. It will seek to offer the highest preference able to be agreed subject to the receipt of information in sufficient time and the other local authorities' schemes providing for this.

Parents/carers should complete an application and name three different schools in the order they would like their child to attend. Parents/carers must submit their application to their home local authority by the published closing date specified in the table above.

Preferences on faith grounds

Parents/carers expressing a preference on faith grounds must check the relevant school policy to find out how to provide evidence of religious faith and practice. Parents/carers will be required to complete a Supplementary Information Form and submit the Form before the published closing date. Where baptismal evidence is required, parents/carers must check how this is provided to the school. All relevant evidence must be submitted before the published closing date. The Supplementary Information Forms can be downloaded from the BCP website or from the relevant school website.

Changes or applications received after the closing date

Applications or any change of preference received after the national closing date for applications will be considered as a late application unless otherwise specified within the school's admissions policy.

Applications that are considered late will be processed after all on-time applicants have been notified of their result. Late applications received before the published late closing date will be processed in accordance with the timetable (see below).

Any applications received after the published closing date for late applications will be processed as quickly as possible after the timetable (see below) has been completed. Once processed, they will be immediately added to the waiting list(s) if a place is not available.

Living or applying for schools outside BCP Council

Parents/carers who live outside the BCP Council who wish to apply for a school will need to complete their home local authority's application form in accordance with timescales published in that Local Authority's scheme.

BCP Council will send a list of all applicants to all school Admission Authorities within the council's area. It will send applications for schools in other local authorities to the relevant local authority to administer.

Information from other admission authorities

Where a parent/carer lists a school which is its own admission authority, or a school in another local authority as one of their preferences, information is electronically transferred to the relevant school or local authority. The admission authority will then be required to rank in order the applications they received in accordance with their admission arrangements and decide whether they can offer the child a place.

Once the decisions have been made by the relevant admission authority, they are returned to the Local Authority by the deadline specified (see timetable below). The LA then compares the provisional offer lists; if a child's name appears on more than one offer list, the LA will then refer to the preference order on the parent/carer application to see which school the family wants the most. Then, in accordance with the order of preference on the application form, the child's name will be retained on the list of the highest preference school able to offer a place and removed from the lower preference school(s) offer list(s).

Places freed up by this process will then be offered to applicants who are next on a school's ranked order of priority.

When preferences cannot be met

For those applicants who are not able to be offered any of their preferred schools:

- if they are resident in BCP Council, they will be offered a place at the nearest school to their home address which still has places available with agreement from the relevant admissions authority; or
- if they are resident outside of BCP Council, they will be referred to their own local authority to discuss schooling.

Those applicants who apply after the national closing date go through a similar process again, resulting in further offers being made in accordance with the agreed late application timetable.

Outcome of application

BCP Council will advise parents/carers who applied online by uploading the outcome to the online system. Parents/carers will be able to view the outcome of their application online on the relevant national offer date. BCP Council will issue letters to all parents on the national offer dates.

Waiting list

The length of time a child's name is on the waiting list cannot be taken into account when places become available. Places are offered in accordance with the oversubscription criteria in the school's published admissions policy.

Waiting lists for the point of entry must be held until 31 December 2021. Not all schools hold waiting lists after this time. Parents will receive information in their notification letter about how the waiting lists are managed.

All waiting lists held for the academic year 2021/22 will expire on 31 August 2022. Parents/carers must submit a new school application form for 2022/2023 and any subsequent years. Applications can be submitted from 1 June 2022.

Appeals

School Admission Authorities will inform the BCP Council of the outcome of any appeals within 2 working days.

Coordinated Admission Scheme for 2021/22

	Secondary	Junior/Middle	Reception
Closing date for applications	31/10/20	15/01/21	15/01/21
BCP Council (BCP) to exchange applicant information with other local authorities (LAs) by BCP to exchange applicant information with other school Admission Authorities (AAs) in Council's area, with the exception of any applications received from outside the area, by	20/11/20	05/02/21	05/02/21
BCP sends a list of all applicants from outside the area to other AAs in BCP	27/11/20	19/02/21	19/02/21
AAs to send electronically a list of pupils to BCP in the order to be considered, together with the relevant criteria for each applicant	08/01/21	01/03/21	01/03/21
First exchange of offers between BCP and other LAs for applicants resident in their respective areas by	22/01/21	15/03/21	15/03/21
Deadline for final exchange of offers between LAs for applicants resident in their respective areas	03/02/21	31/03/21	31/03/21
BCP to inform other AAs of final allocation of places by	24/02/21	14/04/21	14/04/21
BCP issues notification letters to all applicants and on-time notifications to be uploaded on	01/03/21	16/04/21	16/04/21
Parents accept/refuse offer by	15/03/21	30/04/21	30/04/21

Late Applications

	Secondary	Junior	Reception
Closing date for late applications	29/01/21	12/02/21	12/02/21
BCP Council (BCP) to exchange applicant information with other school Admission Authorities (AAs) in BCP	05/02/21	08/03/21	08/03/21
AAs to send electronically a list of pupils in the order to be considered, together with the relevant criteria for each applicant	25/02/21	22/03/21	22/03/21
BCP to inform other AAs of final allocation of places	05/03/21	07/05/21	07/05/21
BCP issues notification letters to all applicants on	12/03/21	10/05/21	10/05/21
Parents accept/refuse offer by	26/03/21	24/05/21	24/05/21

Please note

At the end of the above timetable, the BCP Council will continue to coordinate the allocation on a regular basis until the end of the school year.

IN YEAR ADMISSIONS

With the agreement of the school admission authorities, BCP Council coordinates all applications for school places in the council's area except Highcliffe School. Parents are advised to contact Highcliffe School directly for an application form.

One application form will be available for parents/carers wishing to apply for any school located in BCP Council. The application will invite parents to list up to three schools ranked in the order they would like their child to attend. The parents/carers should then submit the application to the BCP Council.

Parents/carers applying for a church school who request a place on faith grounds must provide a completed Supplementary Information Form. The Supplementary Information Form (SIF) is available from the school or a copy can be downloaded from the BCP website. Details of where to return the SIF are set out in the information on each school's websites regarding their admission arrangements.

For applications for schools in the council's area, BCP Council will send the application details to the relevant school Admission Authority, normally within 3 working days of receipt.

Admission Authorities will inform BCP Council within 7 school days of the outcome of the application. BCP Council will send out an offer or refusal letter (except for Highcliffe School which will send the letter to the parent, copied to the Local Authority). Only in exceptional circumstances will BCP Council agree an extension to the time taken for an application outcome. It will be expected from the relevant admission authority that they will be able to give a clear explanation to the parents/carers as well as the Local Authority why there are further delays. Information regarding schools that do not process applications in a timely manner may be passed on to the Schools Adjudicator and/or relevant Department for Education agencies (e.g. RSC, EFSA). The need to request direction may also be considered.

All Admission Authorities will inform BCP Council of the results of any appeal hearings within 2 working days of the appeal outcome.

Applications to start in September 2021 for places in a year group different to the point of entry

With the exception of applications for Grammar Schools, these applications will not be processed until after 1 June 2021.

Any applications received prior to 1 May 2021 will be too early to be processed and the parent will be asked to submit a new application after 1 June 2021. Applications received between 1 May and 1 June 2021 will be retained by the School Admissions Team and processed after 1 June 2021.

Applicants applying before 1 June 2021 will be informed that their application will not be processed until after this date. This does not constitute a refusal to offer a school place at any of the preferred schools and therefore there will be no right of appeal until such time as the application has been processed.

Grammar School applications will need to be processed early to allow sufficient time for testing and, if appropriate, to allow appeals to be heard before the end of the Summer Term. Therefore applications for grammar school will be processed as and when received.

Looked After Children

A "Looked After Child" means any child who is in the care of a local authority in accordance with Section 22 (1) of the Children Act 1989. BCP Council has adopted a Protocol for dealing with In Year applications for Looked After Children. All applications will be processed in accordance with the Protocol.

Waiting lists

New waiting lists are normally created from September each year.

Where waiting lists are held, BCP Council will ensure any places that become available are offered in accordance with the oversubscription criteria within the published admissions policy of the school.

The waiting list for 2021/22 will expire on 31 August 2022. Parents/carers must submit a new application for 2022/2023 and any subsequent years. Applications for the new waiting list can be submitted from 1 June 2022.

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CABINET



Report subject	BCP Corporate Parenting Strategy
Meeting date	13 November 2019
Status	Public Report
Executive summary	<p>The council works hard and in partnership with others to support the minority of families who need support in the community to care for their children within their family and family network. For some children this is not possible and they become children in our care.</p> <p>Every councillor and officer within a council has a statutory responsibility to make good decisions for children in our care and care experienced young people (also known as care leavers) as a parent would for their own child, in this context councillors are Corporate Parents.</p> <p>The corporate parenting strategy has been created through the newly established BCP Corporate Parenting Board in consultation with our children in care and care experienced young people. It sets out our ambition for our children in care and care experienced young people, and how this will be achieved.</p> <p>The Corporate Parenting and Sufficiency Strategy Development Plan will make the ambition in the strategy a reality.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>(a) Notes how the strategy was developed in partnership and the feedback received from Children's Overview & Scrutiny Committee</p> <p>(b) Recommends the final corporate parenting strategy for adoption by Council</p>
Reason for recommendations	<p>To agree BCPs shared partnership ambition for our children in care and care experienced young people, in line with the BCP Corporate Plan.</p> <p>To support BCP Council in meeting its legal responsibilities in regard to our children in care and care experience young people.</p>

Portfolio Holder(s):	Sandra Moore, Portfolio Holder for Children and Families
Corporate Director	Judith Ramsden, Corporate Director - Children's Services
Contributors	Claire Webb, Senior Policy Officer
Wards	All wards
Classification	For decision

Background

1. Every councillor and officer within a council has a responsibility to act for children in care and care experienced young people (also known as care leavers) as a parent would for their own child. This is known as being Corporate Parents. It is one of the most important roles that BCP Council has.
2. The Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences. Under the Children Act 2004, local authorities have a duty to promote cooperation between 'relevant partners', including the police, the NHS and education providers, while those partners have a duty to cooperate with the local authority in turn. Statutory guidance sets out the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services.
3. BCP has a recently established Corporate Parenting Board ("the Board") to support the council in meeting its statutory duties and achieving the very best outcomes for our children in care and care experienced young people. The Board chaired by Cllr Moore has a membership made up of children in care and care experienced young people, foster carers, health professional leads, education partners, Councillors and BCP officers from housing and children's services. Part of the Board's purpose is to develop and deliver the Corporate Parenting Strategy and champion the needs and high aspirations for our children in care and care experienced young people.
4. Strategies and policies for children in care, care experienced young people and corporate parenting were already in place for Bournemouth, Christchurch (via Dorset County Council) and Poole. BCP has chosen to create a new corporate parenting strategy as a priority so that we have the new Council's ambition and commitment for all our children in care and care experienced young people to have a *brighter future* articulated. This report explains how the strategy has been developed and provides an overview of what BCP Council is being asked to adopt. The full strategy is appended.

Developing the strategy

5. To support the Board in developing the strategy the existing strategies were reviewed and the following information was analysed:
 - a. Issues identified by children in care and care experienced young people from the preceding authorities and the newly forming BCP children in care council and care leaver forums;
 - b. Local performance data on outcomes and service delivery; and
 - c. National research and practice from 'outstanding' areas.
6. At its first meeting the Board held a workshop session to:
 - a. Articulate partners ambition for our children in care and care experienced young people
 - b. Review key issues identified by children in care and care experienced young people and other analysis, and from these identify priorities and what partners should commit to do about those priorities
7. These outputs were used to draft the strategy which the Board reviewed and developed further in October 2019. BCP's new forums for both children in care and care experienced young people are creating pledges, which will set out what our children and young people can expect from us. They will be considered by the Board at its February 2020 meeting, and then onwards to Cabinet and Council. The agreed pledges will be included in this strategy.
8. The Chair and Vice Chair of the Children's Overview and Scrutiny Committee, sit on the Board; they invited feedback on the draft strategy from Members of Children's Overview and Scrutiny Committee via email as there was no scheduled meeting of the Committee within the required timescales. The feedback received did not propose any changes.

Overview of the draft strategy

9. The strategy sets out the mission of BCP Council working with partners, which is to create brighter futures for our children in care and care experienced young people, ensuring they are happy, healthy and feel secure, and that we have high aspirations for them to be the best that they can be. It reflects the high aspirations that we have and what can be achieved by working with partners. It is an aspirational strategy, which will be delivered through the development of a delivery plan and by championing this work across the whole Council and with the wider community of partners across BCP who can make a difference to the lives of our children and young people.
10. Central to the strategy are 9 principles, set out below. The principles underpin everything we will do and explain how the collective ambitions for children and young people will be made real, the governance section sets out how partners will ensure the strategy is delivered:

- I. The views, needs and priorities of children, young people and their carers inform everything that we do
- II. Children and young people are best cared for wherever possible within their birth or extended family
- III. Where children and young people can't live with parents or extended family and require local authority care, we strive to provide the best carers to provide a safe, stable and caring home
- IV. Our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity
- V. Our children and young people will have positive and stable relationships with those who care for them and support them
- VI. Our children and young people will have good physical and emotional health and wellbeing
- VII. We all have high expectations and aspirations for our children in care and care experienced young people
- VIII. Our parenting responsibility extends beyond when a young person leaves care, including being corporate grandparents when they are young parents
- IX. We will further develop how we work with children, young people, their families and carers

Summary of financial implications

11. No direct impact as a result of the strategy, any financial impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of legal implications

12. No direct legal impacts arising from this strategy, it will however support the Council in meeting its legal responsibilities towards children in care and care experienced young people.

Summary of human resources implications

13. No direct impact as a result of the strategy, any human resource impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of environmental impact

14. No direct environmental impacts arising from this strategy, any environmental impacts arising from the implementation of the strategy will be assessed through the delivery plan/associated implementation work.

Summary of public health implications

15. No direct impact as a result of the strategy, however public health may be involved in the delivery plan/associated work to implement the strategy.

Summary of equality implications

16. A full equality impact assessment has been carried out and is available on the Council's website. No actual or potential negative outcomes from the strategy have been identified. Analysis and research carried out to inform the development of the Corporate Parenting strategy and the equality impact assessment has highlighted many additional challenges which children in care and care experienced young people face compared to their peers, which the strategy will seek to address. These include (see the full assessment for all details):
- a. Support/entitlements change at age 18, and at age 25 their entitlement to support as care leavers ceases. Each young person is an individual with different circumstances, strengths and needs; the ability of each young person to cope at these 'cut off points' will therefore vary. The strategy aims to positively impact this through the commitment to parenting responsibility extending beyond when a young person leaves care, and support to be prepared for independence.
 - b. Children in care and care experience young people typically have poorer emotional wellbeing and health. The strategy aims to positively impact this through the commitment to ensure that children in care and care experienced young people have good physical and emotional health and wellbeing.
 - c. A number of care experienced young people go on to become young parents; similar to many young parents they may need additional support, especially where they do not have a support network through family and friends. The strategy aims to positively impact this through the commitment to be good corporate grandparents; to support our care experienced young people if they become young parents; and to support our 'grandchildren' to ensure they have a bright future and a good start in life, to help mitigate generational inequality.

Summary of risk assessment

17. There are no direct risks created by the strategy, risks will be assessed through the delivery plan/associated work to implement the strategy. The absence of a corporate parenting strategy potentially risks the Council being less effective in its role as a Corporate Parent and poor child level outcomes. It also risks the consequential impacts of not being a strong corporate parent, which include a risk of a reduction in foster carers (lower numbers recruited and a loss of existing foster carers), the loss of local care and financial impacts.

Background papers

The equality impact assessment is published on the Council's website.

Appendices

Appendix 1 - BCP corporate parenting strategy.



CORPORATE PARENTING STRATEGY BRIGHTER FUTURES FOR OUR CHILDREN IN CARE AND CARE EXPERIENCED YOUNG PEOPLE



Date agreed: Agreed at Corporate Parenting Board 14 October 2019
Will be presented at BCP Cabinet on 13 November 2019

Renewal date: November 2021

Replaces for BCP: Bournemouth Council Care Leavers Strategy 2016-20; Dorset Country Council
World at their feet strategy; Poole Corporate Parenting Strategy

Our Mission

We will be the best corporate parents and grandparents so that our children in care and care experienced young people have bright futures: we care about you, we have high aspirations for you, we never give up and are determined to achieve the best for you.

1. For many children and young people, living within their own family achieves the best outcomes for them, and we will do everything that we can to keep families together. Where this isn't possible children and young people can live with foster carers, in residential care homes and other carers. When this happens, we are then their corporate parents or grandparents, supporting care experienced young people as young parents, and we are passionate about our responsibility to be better than the best to help them thrive. We will never give up and are committed to ensuring our children in care and care experienced young people are happy, healthy and feel secure, and we have high aspirations for them to be the best that they can be.
2. Each child and young person is unique, with their own personal aspirations and talents that we will nurture, champion and celebrate. All children and young people need and deserve stable and permanent forever families, education and care, to give them security, stability, love and a strong sense of identity and belonging throughout their childhood and beyond into adulthood. It provides the building blocks for bright futures and for children to achieve fulfilled lives as adults. Securing this is at the core of all our work with children, young people and their families; ensuring that everything we do is a step towards enabling young people to achieve their full potential.
3. Being a corporate parent is one of the most important responsibilities that the Council has. We believe that this responsibility falls on everyone who has an impact on the lives of our children and young people, whether you work in a school or college, the council, for the police, health, voluntary and community sector and our wider partners in the business community. We are excited about what we can achieve together, working together through the Corporate Parenting Board, alongside children and young people, we will be the best corporate parents and grandparents for every single child and young person in our care.
4. This strategy is driven by what is important to children in care and care experienced young people, and they are empowered to hold us to account on how well we are doing. We will ensure that we deliver this strategy through our detailed delivery plan and by championing this work across the whole Council and with the wider community of partners across BCP who can make a difference to the lives of our children and young people.

What is important to children in care and care experienced young people

5. Our children and young people have told us the issues that are important for them are:

That their views and wishes are listened to and they are involved in the decisions being made about them

Staying connected with their families and having stable relationships with those supporting them

Having a choice over where will be their home, so they feel safe, settled and a sense of belonging where they live

Suitable housing that meet their needed and the best support to develop independence

Their emotional health and wellbeing, as well as their physical health is looked after

That we create a shared language which respects and values their care journeys and views

Below are some quotes from our children and young people, parents and carers.

Need to focus on emotional development for young people not just practical independence.....Feels we ask a lot of young people and need to be more nurturing.

Love and hugs and having someone you can trust are really important to me.

Need consistency of social workers

It is important for us to know who we are, where we come from and to understand why we are being looked after away from home

My foster carer has been a big part of my life. She has made me the person I am today...thanks to her and all the support around me, I left school with 7 GCSES. She is like my respectful pushy parent!

From the point where I was told that this would be my permanent place I felt settled, I felt wanted, and I felt part of the family.

Being healthy means having a good social life and spending time with people who make me happy.



My supported lodgings carer helped me to develop my skills - without this placement I wouldn't be where I am today with my independence skills

We often feel it is our fault when we come into care and we feel rejected. This can make it more difficult for us fit in which can affect how stable we feel. We need to know that it's not our fault

We want to be involved in meetings and decisions to do with changes in our lives, especially around permanency

The support offered [for young people] is good, but they often need more around getting in to work or extra education

A good corporate parent needs to be flexible, nurturing and willing to do anything a normal parent would do

I can't think of anyone else that I would rather have my daughter be cared for (parent of a child in foster care)

Our Care Pledges

6. It is important that all our children in care and care experienced young people know what they can expect from us. Our Pledge for children in our care, and our Pledge and Local Offer for our care experienced young people, will make this clear. The pledges will be our promises to our children and young people, and will be co-produced with Unite our Children in Care Council and Insight our Care Leavers Forum.
7. As the new BCP area has been formed, children in care and care experienced young people from across BCP have come together and have formed single forums to represent both children in care and care experienced young people. Over the Autumn they worked to create pledges for both groups which will be added to this strategy, their work has shaped this strategy. We will use the pledges to judge how successful we are in delivering this strategy. Appendix 1 sets out the pledges made by Bournemouth, Dorset and Poole Councils to all our children in care (these are the councils that were in place before Bournemouth, Christchurch and Poole 'BCP' Council was created).

How we will achieve our ambitions

8. We have nine corporate parenting principles, which our children and young people helped to shape. We know that these principles underpin our ability to be the best corporate parents and grandparents, so that our children in care and care experienced young people are happy, healthy, feel secure, and are best that they can be. They drive everything that we do. Our principles are also informed by the relevant legislation and best practice (for more information please see the end of this document).
9. This strategy will drive our work and other key strategies/plans across the whole Council and key partner agencies, including:
 - BCP's Placements Sufficiency Strategy
 - BCP's Virtual School Plan
 - BCP's Health & Wellbeing Strategy
 - BCP's Housing Strategy
 - Pan Dorset Safeguarding Children Partnership Plan
10. The Corporate Parenting Board will have a Corporate Parenting and Sufficiency Strategy Delivery Plan which will focus BCP Council's and partner's collective efforts to enable us to deliver on the principles and pledges set out in this strategy and for our children and young people.
11. We will judge our success in delivering this strategy against the pledges and qualitative evaluation of improved outcomes for children and young people, through formal reporting to the Corporate Parenting Board and being held to account by our Children in Care Council and Care Experienced young people.

Our corporate parenting principles

1. The views, needs and priorities of children, young people and their carers inform everything that we do

We will share decision making with children in care, care experienced young people and those close to them, whenever we can.

We will help children and young people to understand what is happening to them and why.

Individual children and young people will have access to independent advocates; support to be able to challenge service providers; and volunteer mentors and independent visitors.

We will actively support the forums for children care and care experienced young people to work with us to shape services and drive improvements, as part of this they sit on the Corporate Parenting Board. We want to improve and will learn from the experiences of children, young people and those close to them.

Every child and young person is unique, with different views, needs and priorities. The route to achieving a forever family and a sense of belonging for each child will be different and we will tailor our services and support to meet their different needs and priorities, ensuring they are inclusive.

2. Children and young people are best cared for wherever possible within their birth or extended family

For many children and young people living within their own family achieves the best outcomes for them.

We will focus on strengths, abilities & potential to support families to create safe solutions to challenges and recover quickly from difficulties, with long term support networks, to keep families together. We know that some teenagers face additional and complex challenges and we will develop services and new approaches to support them.

Wherever possible we are committed to getting children and young people back into their families, securing a safe return home or to a family member with the right preparation and support.

There will always be times when children are unable to be cared for at home and that is when we step in, making every effort to find extended family and friends carers at the earliest opportunity, where this is what the child wants and is their best interests.

We will explore and establish options at the earliest opportunity so that children and young people get the stable and permanent homes, education and care that they need without delays.

3. Where children and young people cannot live with parents or extended family and require local authority care, we strive to provide the best carers to provide a safe, stable and loving home

If children cannot live with their birth parents or extended family, we will secure a permanent safe, stable and loving home for them, with stability of education; to ensure all their needs are met through their childhood and beyond. We will do this within the timescales that are best for the child.

We will ensure that we have sufficient local carers with the skills and experience to care for children and young people; to build secure relationships, provide consistent and predictable emotional warmth and nurture that children need, creating a healing connection and sense of belonging.

We will provide high quality support to all our foster carers, special guardians, family and friends carers, supported lodgings providers and adoptive parents, as they become carers and once they are looking after a child or young person.

We believe family settings are best for most children and young people, in exceptional circumstances where this is not possible residential settings will be used.

4. Our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity

For our children and young people to thrive, it is important that they have a strong sense of identity and self-esteem; many different things make up who we are.

We strive to keep children together with their brothers and sisters unless this is not right for them and we will keep children and young people in touch with their family, friends and community, including if they are placed away from home. We will ensure our children and young people have quality family time.

We will support children and young people to develop their own identity and have positive self-esteem by helping them to understand their background and life experiences; explore their ethnicity and heritage, culture, religion, disability and sexuality. We will encourage new experiences, hobbies and interests; and create opportunities to meet other children and young people in similar circumstances so they know they are not on their own.

We will collect and value information about the lives of our children and young people so that they can access it in the future to help them understand who they are and their lived experiences, to support their sense of resilience, courage and sense of family.

5. Our children and young people will have positive and stable relationships with those who care for them and support them

It is important that our children and young people have lasting relationships with those close to them, and we know this helps them to do better.

We will work with children and young people to identify adults who can provide essential support and lifelong trusting relationship which provides continued support as our young people leave care and throughout their lives

We will work with partners to ensure we are all planning for and creating positive and stable relationships for children in care, including through changes of support, home and education.

6. Our children and young people will have good physical and emotional health and wellbeing

Our children in care and care experienced young people deserve access to the best support and health services, at an early stage at the time when they need them, for good emotional and physical health.

We will ensure that care and pathway planning will always consider, monitor and track physical and mental health issues and needs. All children and young people will be registered with a GP, dentist and optician; have access to appropriate sexual health services; be supported to understand the importance and entitlement to timely and responsive health assessments; and they will be up to date with all their recommended immunisations.

We will work across partners to ensure our children and young people including those with a disability, who need specialist support and health care, receive them and at the time that they need it. Young people will be at the heart of planning for their transition to adult services, to support them in independence.

We will promote access to children and adolescent mental health services, advocate that care experienced young people can access suitable adult mental health services and that there is early support to prevent things and feelings getting worse.

We will ensure that all staff that support our children and young people, and those in the wider BCP community, better understand their emotional health and wellbeing needs, and how to support them. Through enabling our children and young people will stay in touch with their family, friends and local community, and have a strong sense of their own identity, we will support their good emotional health and wellbeing.

7. We all have high expectations and aspirations for our children in care and care experienced young people

We are highly aspirational for our children and care experienced young people. We will encourage them to think big, and we champion their potential and celebrate their successes.

We will work hard to get the balance right between inspiring and challenging our children and young people to be the best that they can be and working at their pace, around their individual aspirations and targets.

As corporate parents we will stand with our children and young people through thick and thin, and keep them safe.

We will support our children and young people through significant milestones such as the move from primary to secondary school, so it is as positive an experience as it can be. We will ensure that as 2, 3 and 4 year olds our children achieve the best possible start to their education.

Our children in care and care experienced young people will receive the best support, education and health services (for good emotional and physical health) and positive opportunities, such as school trips and hobbies, so they can achieve and 'think big' for their futures.

It is especially important that our children and young people have stability in their local school, receive the right support and attend regularly. We will work towards a more inclusive culture, with the ultimate aim of no permanent exclusions for our children in care or care experienced young people.

All of our children in care and care experienced young people will have opportunities for work experience, training, college, university and employment; and we will encourage them to have big aspirations and ensure they have the specialist equipment they need to make the most of those opportunities, including being IT enabled and empowered.

We will identify the specific needs of children and young people to tailor support and services, including bespoke, holistic packages of support that enable children and young people to take healthy risks and ensure they are safe.

8. Our parenting responsibility extends beyond when a young person leaves care, including being corporate grandparents when they are young parents

Like any good parent we want to still be there to support our care experienced young people, keeping them as close as we can.

We will ensure young people have a stable and secure home; and will support a return to family if that's the right thing for them.

If our young people leave care we will keep in touch with them, continue to support them living independently, navigate new challenges ahead, and celebrate their successes.

We will ensure young people are prepared to thrive as independent adults, with the skills and support network that they need, and opening doors for them and encouraging them to be ambitious and think big.

Young people will have a choice over the right accommodation that meets their needs. We will work to prevent homelessness and for young people to have security of tenure.

We are determined and persistent in encouraging care experienced young people to access all our services up to age 25; and ensure that young people know what services are on offer. We will ensure that information on services and support is easily accessible and that entitlements are transparent.

We will work with and support our young people to make the best decisions about becoming parents, when the time is right for them. If they choose to become young parents we will ensure our support is extended to our 'grandchildren'.

9. We will further develop how we work with children, young people, their families and carers

We will develop robust and relationship based models of working with children, young people and their families. These ways of working with extend across services which support families to stay together and across our social care services.

Central to how we work is understanding the lived experience of the child or young person.

Our way of working will value individuality and diversity, and be based on best practice. We will be thoughtful and humble, and be open to learning.

Each family has its own strengths, and we will work together with families to build on these. We believe that through building resilience, individuals and families can change.

Good communication based on language that is clear to all will be central to providing effective support, intervention and protection to and for children.

12. We will make sure we deliver this strategy by:

- Listening to and working with Unite (the forum for children in care), Insight (the forum for care experienced young people) and children and young people on the edge of care
- Working together through the Corporate Parenting Board, recorded through its delivery plan
- Effective scrutiny from Members in Overview and Scrutiny

13. Our Corporate Parenting Board has clear oversight of all our work for children in care and care experienced young people. The Board has representatives Unite (the forum for children in care) and Insight (the forum for care experienced young people), foster carers, Councillors, BCP Children's Services and Housing officers, the Clinical Commissioning Group, and the BCP Learning Partnership.

14. The Boards purpose is to:

- Listen to, learn from and act on what our children in care and care experienced young people tell us
- Drive high aspirations and expectations for our children in care and care experienced young people, championing their individual needs and aspirations, and celebrating their successes
- Focus on the importance of every single child and young person
- Provide a regular forum for elected members, children in care and care experienced young people, key officers and partners to work together to improve outcomes, realising the potential of what we can achieve together
- Take collective responsibility and hold each other to account where outcomes are not good enough
- Develop, deliver, monitor and review the corporate parenting strategy

The Board is driven by the priorities of our children in care and care experienced young people, reporting back to Unite and Insight on the impact of the Board's work. The Board will receive and scrutinises regular performance data and reports on: issues raised directly by the children and young people, the best practice elsewhere, key indicators and outcomes for children in care and care experienced young people. Through partners, actions are agreed to improve outcomes and escalate issues where required.









We will judge our success in delivering this strategy against the pledges and being held to account by our Children in Care Council and Care Leavers Forum.

15. The Local Government Association (LGA) has published a resource pack <https://www.local.gov.uk/corporate-parenting-resource-pack>, or search 'corporate parenting resource pack' on the LGA website, which is useful guide for councillors and officers new to Corporate Parenting, or find out more.
 16. The Government has produced statutory guidance is for local partners (as defined in section 10 of the Children Act 2004) and others who contribute to services provided to looked-after children and care leavers <https://www.gov.uk/government/publications/applying-corporate-parenting-principles-to-looked-after-children-and-care-leavers> or search for 'Applying corporate parenting principles to looked-after children and care leavers'. It provides more information about corporate parenting and explains the 7 principles which set out our responsibility as corporate parents to facilitate, as far as possible, secure, nurturing, and positive experiences for children in care and care experienced young people, enabling positive outcomes for them.
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Appendix 1



Bournemouth Borough Council
Pledge to CiC and Care Leavers

<p>WE PROMISE</p> <p>to help you keep in touch with your family and friends, if it is safe to do so</p> 	<p>WE PROMISE</p> <p>to help you get the best education possible</p> 	<p>WE PROMISE</p> <p>to listen to you and involve you in making decisions about your care</p> 	<p>WE PROMISE</p> <p>to help you feel safe, settled and feel a sense of belonging where you live</p> 
<p>WE PROMISE</p> <p>to support you to develop and keep a healthy lifestyle, and help you manage your feelings</p> 	<p>WE PROMISE</p> <p>to help you learn how to save and spend your money wisely</p> 	<p>WE PROMISE</p> <p>to help you develop the skills you need to build your future beyond care</p> 	<p>WE PROMISE</p> <p>that your social worker will be on your side and never give up on you</p> 

Living your life

We promise to do our best to ensure that:

- You have a secure and stable home;
- You are given lots of warning about changes;
- You get an amount of pocket money that is right for your age and is discussed at your Review to make sure it increases as you get older;
- You can meet other children and young people in care if You want to and you will receive an invitation to Dorset Kidz at least once a year when you are aged 8 or older;
- You are not made to feel different from your friends and peers;

Staying safe

We promise to do our best to ensure that:

- You can keep in regular contact with family members if you want to and if it is safe;
- If you are living outside of Dorset we will help you live your life as normally as possible and work with you to help you keep in contact with the people who are important to you;
- You can return to live with a member of your birth family if you want to and if it is safe;
- If you have a particular need because, for example, you are disabled or living away from your home area, we will provide extra things so you can have the same opportunities as everyone else.
- You are kept safe from those who might bully or try to exploit you.

Listening to you

We promise to do our best to ensure that:

- Your views and wishes are listened to and respected;
- Your views and wishes make a difference;
- You can talk to someone who will give you independent advice.

Being healthy

We promise to do our best to ensure that:

- You are physically and emotionally healthy and we will check this by inviting you to have a health assessment once a year and making sure your carer looks after you well.

Enjoying and achieving

We promise to do our best to ensure that:

- You are able to get involved in sport, art, and culture in your spare time if you want to;
- You have a settled education, moving school only when absolutely necessary;
- You are able to continue in training or education or get work when you leave care.

Looking to the future

We promise to do our best to ensure that:

- You are treated as an individual and encouraged to become the person you want to be;
- You are properly supported to help you to achieve whatever you want to achieve in life.

Moving on

We promise to do our best to ensure that:

- If you leave care after the age of 16 you will be well prepared for it;
- You can stay with your carers after the age of 18 if you want to;
- You will be helped to move to more independent housing only when you want to.

Working together

We promise to do our best to ensure that:

- The professionals and carers that you have contact with work well together to look after you as well as possible and treat you equally as individuals;
- Professionals and carers are doing everything they are supposed to do and doing it as well as possible;
- Professionals and carers take time to get to know you in person as well as reading information about you;

Keeping our word

We promise to do our best to ensure that:

- Professionals and carers actually do what they say they will do;
- Professionals and carers only make promises that they can keep;
- Professionals and carers explain what they are doing and why and how;
- You know what you are entitled to, what is available for you and how you can access it;
- You will have an Independent Reviewing Officer who will check that people are keeping their word to you.

**Borough of Poole
Pledge for CiC and Care Leavers**



You are healthy

- We will make sure that you are supported and helped to manage the changes that affect your lives
- You will be given support, advice and information so that you can lead a healthy lifestyle
- You will have access to medical care and confidential care when you need it

You stay safe

- We will make sure that placements are as near to your community supports as possible, and try to make sure that brothers and sisters are placed together
- Unless it is an urgent situation, we will introduce you to new people gradually and support you while you are getting to know them
- Where you live will be safe and stable and wherever possible, you will not move placements
- You will be kept safe from crime, danger, bullying and discrimination

You enjoy and achieve

- We will make sure that you get the most from your education and are supported in school or college

- We will listen to your views and make sure that you have the opportunity to develop and enjoy your own interests and activities
- Your achievements will be recognised, acknowledged and valued

You can make a positive contribution

- You will be fully involved in decisions and will be given clear information and explanations
- Your comments or complaints will be dealt with openly, honestly and quickly
- Your social worker will meet regularly with you, your parents and carers
- We will make sure that you are able to keep in touch with the people that are important to you

You can achieve economic well-being

- You will be prepared as you move on from care and you will have access to advice and support into adulthood
- You will be supported if you want to continue your education
- You will be offered guidance with training, education and employment
- You will have a choice of suitable accommodation as you leave care

CABINET

Report subject	Organisational Development – Design Outcomes
Meeting date	13 November 2019
Status	Public
Executive summary	The proposed organisational design presents an opportunity to define the transformation programme for BCP Council. The ambition and scale of the proposed programme provides a level of benefits that is consistent with the challenges in the Medium Term Financial Plan.
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (a) Adopt the proposed Operating Model as the basis of BCP Council’s Transformation Programme, including the adoption of the “Single Council Hub” principle; (b) Establish a Working Group to consider the options for the development and/or location of a “Single Council Hub” and agree to receive a further report on this issue in January 2020; (c) Approve a programme of procurement exercises to assess and test the availability and costs of potential partnering arrangements to support the implementation of the Transformation Programme; (d) Authorise the S151 Officer to consider the potential impact of the costs and benefits of the High Level Business Case on future versions of the BCP Council Financial Strategy and Medium Term Financial Plan; (e) Agree to receive a further paper in April 2020 setting out the delivery plan and funding arrangements for the BCP Council Transformation Programme, underpinned by the adoption and implementation of the proposed Operating Model
Reason for recommendations	To adopt a strategic vision and design for the organisation and establish a Transformation Programme to deliver.

Portfolio Holder(s):	Cllr Vikki Slade, Leader of the Council
Corporate Director	Julian Osgathorpe, Corporate Director Resources
Contributors	Cabinet All Senior Managers of BCP Council
Wards	All
Classification	For Decision

Background

1. Along with significant Place related ambitions, a key strategic driver behind the Local Government Reorganisation (LGR) process was the chance for a once in a life time opportunity to reimagine local government and its relationship with the community.
2. The extent of this opportunity was expressed during the LGR process. Local Partnerships estimated that c£27m in benefits could be achieved by transitioning to the new Councils. BCP Council's share of these savings have been achieved and were included in the Budget that was set for 2019 – 20.
3. In the Case for Change that was prepared by PWC on behalf of Dorset, and which formed the basis of the submission to Government, it was estimated that if the new Councils truly embrace the transformation opportunity, benefits of up to £66.3m could be possible across Dorset as a whole. Unlike the Local Partnerships estimates for transitions benefits, PWC did not apportion how the £66.3m could accrue to the two new authorities.
4. The need to fundamentally transform the new authorities is not only to support the continuing demands of our Medium Term Financial Plan (MTFP). While it has always been clear that if done appropriately transformation can deliver significant savings, it has always been equally clear that there would be an imperative to deal with the operational realities of disaggregating and reaggregating the preceding local authorities to BCP Council.
5. This strategy was clearly seen in, and successfully delivered by, the Programme adopted to deliver LGR which was formed of three principle phases:
 - a. Phase 1 – Create the new unitary authorities through the Parliamentary process
 - b. Phase 2 – Transition services safely and establish business critical structures and processes
 - c. Phase 3 – Design and build the new organisation
6. As you will know, the time horizon for the successful delivery of Phases 1 and 2 of the BCP Council LGR Programme was extremely constrained. The current

assumption with regard to Phase 3 of the Programme, based on the experience from other organisations, is that a transformation programme of this scale and complexity will take 3 – 5 years to complete.

7. Over the last six months, and while we have been concluding the activities required to complete Phase 2 of the programme, we have also commenced the first stages of Phase 3. To support this, we have been working with KPMG to undertake the following activities:
 - a. Current State and Vision for the organisation in terms of the legacy of the LGR process as well as the transformation opportunity that we have before us
 - b. Development and consideration of options for a new Operating Model for the organisation
 - c. High level assessment of the costs, benefits and outcomes from implementing a new Operating Model for the organisation
 - d. High level view of the implementation programme that may be required to deliver it
8. In undertaking this work with KPMG, we made it clear that we wanted them to facilitate the development of a BCP Council specific view of the future, rather than a “cut and paste” from another local authority.
9. A significant focus of this work has been around what has been referred to as an “Operating Model”. For the purposes of this report, an operating model can simply be viewed as the way in which any organisation chooses to develop and deploy certain critical types of resources and/or assets to support the delivery of its services. For BCP Council, we have chosen to use the following:
 - a. Service
 - b. Process
 - c. Technology
 - d. People
 - e. Data
 - f. Governance
10. The way in which we currently use these enablers is an expression of our current operating model. How we might transform or rearrange them to be more efficient and effective will determine what our new operating model is. Finally, the differences between these two states will help us express the value, costs and benefits of moving from one state to the other.
11. In addition to the core elements in & above, we elected to also undertake a high level analysis of our key office locations in order to better understand the opportunities that may be available to us in supporting the wider transformation of the Operating Model.

12. KPMG's report setting out their analysis and findings is attached at Appendix 1 and this will be reviewed and explored in more detail through the rest of this report in order to assist Cabinet in considering the recommendations contained above. In doing so, it is not the intention of this report to repeat or reproduce the contents of the KPMG report, but to interpret and draw out the salient issues and factors with regard to the recommendations above.

Current State and Vision for the new Organisation

13. A range of activities has been undertaken to help develop a better understanding of where we are as an organisation. Some of these have been backward looking and based on statistical data, while others have been more future focussed and involved engagement and discussion with members and Officers. Examples of the key activities are:
- a. Desktop review by KPMG of key organisational information and metrics
 - b. Engagement with the c130 most senior officers of the Council to assess our current self perception of our strengths and weaknesses and how we want to develop these in the future
 - c. Engagement with the Cabinet and the c130 most senior officers of the Council to think about the key principles that we should use to guide our transformation journey
 - d. An Activity Analysis covering every role in the organisation in order to understand how we currently deploy our time in the delivery of services
 - e. An analysis of our third party spend as a Council
 - f. Our current office estate and the issues and opportunities that may exist
14. These activities have helped produce an evidence based view of the current state of BCP Council as an organisation, i.e. the operating model that we currently use to deliver our services. It is important to understand that this is a strategic level analysis and therefore there are likely to be some specific areas of the organisation that do not recognise the findings as being representative of their team or activities.
15. At their highest level they reveal that BCP Council
- a. Has inherited a legacy of multiple, complex ways of working (e.g. assets; ICT Systems; processes and practices etc) from the preceding authorities, many of which are either at, or approaching, end-of-life
 - b. Has a significant amount of duplication of effort in completing common processes across the five Service Directorates
 - c. Has no consistent approach to the management and use of data to drive decision making and organisational improvement

16. At first glance this can appear alarming and raise difficult questions. However, it must be remembered that BCP Council is the aggregated product of 4 preceding authorities, each of which had their own separate cultures, priorities, leadership and decision making processes. Furthermore, each one of those preceding authorities had lived through nearly a decade of austerity.
17. It is therefore not surprising that the current state analysis has produced the strategic overview that it has. However, the value in this overview is not in the issues and difficulties that it has identified but the potential that exists in redesigning the organisation to correct them. If we do this well, there is significant opportunity to improve the effectiveness and resilience of our services while materially reducing the cost base of the organisation at the same time.
18. Finally, the current state analysis makes it abundantly clear that as an organisation there is no alternative to embarking on a large scale programme of transformation, as our current state is not sustainable.

A New Operating Model for the Organisation

19. At the outset of the design process, it was thought that there could be more than one potential option for us to consider. However, as the process developed there was very clear consensus about the core characteristics of the organisation that Members and Officer aspired to create.
20. This consensus, along with the clear imperative expressed in the “Current State Analysis” above, to exclude “Do Nothing” as an option in any appraisal methodology, has lead to a single proposed Operating Model option. It is illustrative of the “Co-Design” principle which has underpinned our relationship with KPMG, that their facilitation has resulted in a single, Council owned view of the optimum way forward for the organisation.
21. This is set out in detail in the KPMG report, but the following key characteristics are important to draw out
 - a. The model is clearly correlated to the vision for the BCP area as expressed in the Corporate Strategy adopted by Cabinet in September 2019
 - b. It is predicated on responding to demand as effectively and efficiently as possible. This will mean understanding and engaging with potential future service users before their needs become acute. It may also involve us more effectively sign-posting potential service users to other organisations or support networks that are better suited to respond to their needs
 - c. Where demand presents itself to the organisation, we will ensure that we respond to it in the most appropriate manner to meet the requirements. While this inevitably involves dramatically improving our digital self service offering, we will do so in order to divert some of the capacity and capability that enhanced self service will release to ensuring intensive face to face

support is available for our customers who have complex and ongoing needs

- d. All of our services, whether “front” or “back” office, will be technology enabled and supported in a way that is consistent with a 21st Century organisation. Our way of working will support the work being done wherever, however, and whenever is optimal. This will extend to our use of buildings/assets
- e. The proposed Operating Model allows significant reduction in our ICT Enterprise Architecture by focussing our relationships on a small number of more strategic technology relationships within different parts of the model, e.g. single technology platform for the “front door” and the same for the enabling/back office functions
- f. We will use data alongside strong relationships with key external stakeholders to create an entirely new and enhanced level of understanding of our communities and their needs. This will allow us to engage and support them more effectively than ever before
- g. We will use the process of delivering this transformational change to ensure our commitment to the Council’s pledge to become Carbon Neutral by 2030. The consolidation of council office locations will reduce the carbon footprint of our estate, while the new ways of working will reduce work related travel by our staff both through fewer meeting related journeys but also in reducing regular or unnecessary commuting

High Level Cost/Benefit Impact of the Proposed Operating Model

- 22. KPMG have set out their assessment of the potential financial benefits of successfully adopting the new Operating Model in their report. At its highest level, their view is that the net benefit range is £22 - £36.8m.
- 23. A range has been used to illustrate that in the event BCP Council moves to implement the new operating model, there will still be very many detailed design considerations that we will need to assess and reach a conclusion on how ambitious we wish to be in our solution design and benefits realisation processes.
- 24. The range of benefits is comprised of three core components
 - a. A reduced number of employees over time (this will be discussed in more detail in “Human Resources Implications below)
 - b. Efficiencies and greater purchasing power within our third party spend based on our new scale
 - c. Improvements in our cost recovery activities through harmonisation and benchmarking of our Fees and Charges
- 25. KPMG have also set out their assessment of the possible implementation costs of delivering the proposed Operating Model. At its highest level, their view is that

the cost range is £20.5 - £29.5m. The costs are made up of a mix of capital and revenue, and one-off and ongoing commitments.

26. A range has been used for the same basic reasons as set out in paragraph 20 above, i.e. there will be choices to make during the implementation process and those choices will impact on final costs. However, this range of costs includes estimates for all major cost components that we are likely to have to incur should we elect to move forward, including external implementation support and new technology with increased licensing requirements in key areas.
27. The view expressed by KPMG, and which is represented by the values outlined above, is that there is a strong business case behind the adoption and successful implementation of the proposed Operating Model for BCP Council.

The Asset Base and Supporting the Transformation of the Organisation

28. It has been believed for some time that one of the most significant barriers to the successful creation of a “One Council” way of working and culture will be the extremely diverse, for such a constrained geographical footprint as the BCP area, asset base – perhaps most importantly the principal office locations.
29. The KPMG assessment, supported by the in-house Corporate Property team, shows that from 1st April 2019 there are a significant number of these. Moreover, an assessment of utilisation rates within the core buildings shows an average occupancy rate of c40%. This represents significant issues for our achievement of
- a. Reductions in our carbon footprint
 - b. Harmonised and agile ways of working
 - c. Reducing the maintenance costs of our asset base
 - d. Reducing the time and environmental impact of staff travel between sites
 - e. Cost and complexity of supporting ICT networks
 - f. Realising capital receipts to support the Financial Strategy of the Council
30. Based on the adoption and successful implementation of the proposed Operating Model, an assessment has been made of the potential to significantly rationalise our use of our core office estate. This currently suggests that while it is ambitious and will require strong leadership, implementation and leading edge ways of working and space utilisation, it is possible to accommodate the majority of BCP staff within a single “Council Hub”.
31. Clearly, as the full estates architecture and strategy develops there will still be a requirement for buildings other than the Council Hub, e.g. “spokes”. These could take a variety of different forms such as Depots, Libraries, Community Centres or co-location with partner agencies, and it will be important that any such additional facilities and community presences are supportive and reflective of the ethos embodied within the new Hub.

32. It is also important to recognise that KPMG have asserted a critical link between the successful adoption and implementation of the proposed Operating Model and the consolidation of our current asset/estates model.
33. The final output from the KPMG work package on our assets and estates will be available shortly. Cabinet are asked to consider establishing a Working Group to review the output from this and receive a further report in January 2020 to outline the options available for the creation of the Council Hub.

Summary of financial implications

34. The costs of undertaking this design work have been fully met within the resources allocated to the delivery of Phases 1 and 2 of the BCP Council LGR programme.
35. While the analysis shows a clear and compelling business case for the adoption and implementation of the proposed Operating Model, there is no doubt that should the Council elect to adopt the model as the basis of its future transformation programme there will be significant financial challenges that will need to be overcome.
36. The implementation programme will require multiple funding streams but it is not proposed at this stage to consider these in any detail (see Proposed Next Steps, below). In addition, benefits identification, estimation and realisation on this level of transformation programme will be challenging and the leadership of the organisation will have to maintain discipline and focus over the entire implementation journey if we are to succeed.
37. However, and notwithstanding the considerations above, the high level business case for the adoption and implementation of the proposed Operating Model represents the most significant contribution currently available to the successful delivery of BCP Council's MTFP.

Summary of legal implications

38. There are no legal implications arising from the information set out above. However, please refer to "Proposed Next Steps", below.

Summary of human resources implications

39. There is no escaping the fact that both austerity and the LGR process have been predicated on reducing the number of staff and therefore the cost base of the organisations. All of the preceding authorities to BCP Council have a track record of managing the consequences of such reductions sensitively but effectively and it is anticipated that this will continue to be the case.
40. The adoption and implementation of the proposed Operating Model will continue to place an emphasis on reducing the number of staff employed by the Council. KPMG have estimated that the number of roles that could potentially be removed from the organisation is in the range 421 – 624. It is assumed that this reduction will take place over the full extent of the implementation period which is assumed

at between 3 – 5 years. It is also anticipated that with annual turnover of staff currently running at c10% a significant proportion of this reduction in headcount could be achieved by careful and proactive vacancy management across the Council.

41. Should the Council decide to adopt and implement the proposed Operating Model we will need to ensure that a range of staff engagement and welfare arrangements are put in place in order to minimise the number of compulsory redundancies during the implementation process.
42. To support this, we will be developing and implementing a people focussed change methodology. It will be aimed at significantly improving the way in which we engage and communicate, prepare people for the changes to come, and support them to adapt and thrive in the new environment.
43. As well as the impact on staff numbers, it is recognised that any decision to consolidate staff into a single site may be challenging for some staff. This may be made even more difficult by the prospect of potentially moving more than once in the medium term in order to accommodate any building or renovation activity. However, the impact of a change in office location must be viewed in conjunction with the benefits that will be offered by the introduction of flexible and modern ways of working which will reduce the need to commute and/or travel for meetings.
44. A critical consideration in respect of the human resources implications of this proposal is that if implemented, it will be largely contemporaneous with the impact of the Pay & Reward Strategy approved by Cabinet in September 2019. The combined effect of these two key strategic work programmes is absolutely critical to the future success of the organisation, but it does mean that staff and the organisation will have a number of very significant impacts to deal with at the same time.

Summary of environmental impact

45. There are no direct environmental impacts arising from the content of this report.
46. However, in the event that the Council adopts and implements the proposed Operating Model and the accompanying transformation effort, it is very likely to make a significant contribution to the delivery of the Carbon Neutral by 2030 commitment.

Summary of public health implications

47. There are no direct public health implications arising from this report.

Summary of equality implications

48. There are no direct equality implications arising from this report.
49. However, in the event that the Council adopts and implements the proposed Operating Model there will need to be robust assessment and management of

the equalities implications of the process for individuals both inside and outside the organisation.

Summary of risk assessment

50. At this stage in the process (i.e. High Level Design and Business Case) a full risk assessment is not required or appropriate. However, in the event that the Council adopts the proposed Operating Model and moves into implementation at a later date (see "Proposed Next Steps" below) a full risk assessment and management methodology will be adopted.

Proposed Next Steps

51. Implementing a transformation programme on the scale indicated in the KPMG report is a significant undertaking. It will not be possible to do so without obtaining support in terms of both capacity and capability from a delivery/implementation partner(s).

52. In the event that Cabinet are prepared to support the findings contained in the KPMG report there are some significant packages of work that need to be undertaken before it is possible to present a more developed implementation plan with associated costs.

53. It is proposed that the majority of the effort in this regard should be focussed on validating or adjusting the key assumptions and/or anticipated costs for the significant components within the delivery model, specifically

- a. The costs of an implementation partner(s) to support the delivery of the core transformation programme
- b. The costs of an implementation partner(s) to support the delivery of strategic ICT components to underpin the proposed Operating Model
- c. The costs of anticipated technology "placeholders" to underpin the proposed Operating Model
- d. The costs of developing the Council Hub design and build to support the proposed Operating Model

54. In addition to this work, and as more definitive views of costs emerge as a result of it, the S151 Officer will need to assess the anticipated cost and benefit realisation requirements and profile thereof in order to come to a view on the appropriate funding strategy for the transformation programme.

55. In order to provide the information to support 50 a – d above, it is necessary to undertake a small number of market tests and/or procurement processes. At this stage, no delegation to award contracts is being sought, and it is proposed that the outcome from these exercises will be reported back to Cabinet at a later date.

Background papers

None

Appendices

Appendix 1 – KPMG Report

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BCP Council Organisation Design: Summary Report

5 November 2019

Document Classification: KPMG Confidential



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5 November 2019

Dear Directors,

Organisation Design Summary Report

I'm pleased to provide you with the report which summarises the Organisation Design work that we've undertaken with you over the past four months. This work has been developed with Officers to provide an outline future operating model for the Council.

This report has been prepared based on the scope and approach agreed in our contract dated 12 July 2019.

Please do contact me if further information is required in relation to this work.

Yours faithfully

Ruth Morgan

Director

Disclaimer

This report has been prepared solely in connection with and for use in accordance with the terms of our contract dated 12 July 2019. This report is provided on the basis that it is for your information only and that it will not be copied or disclosed to any third party or otherwise quoted or referred to, in whole or in part, without our prior written consent.

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Strategic context and approach

Strategic context and objectives

BCP Council's transformation journey to date

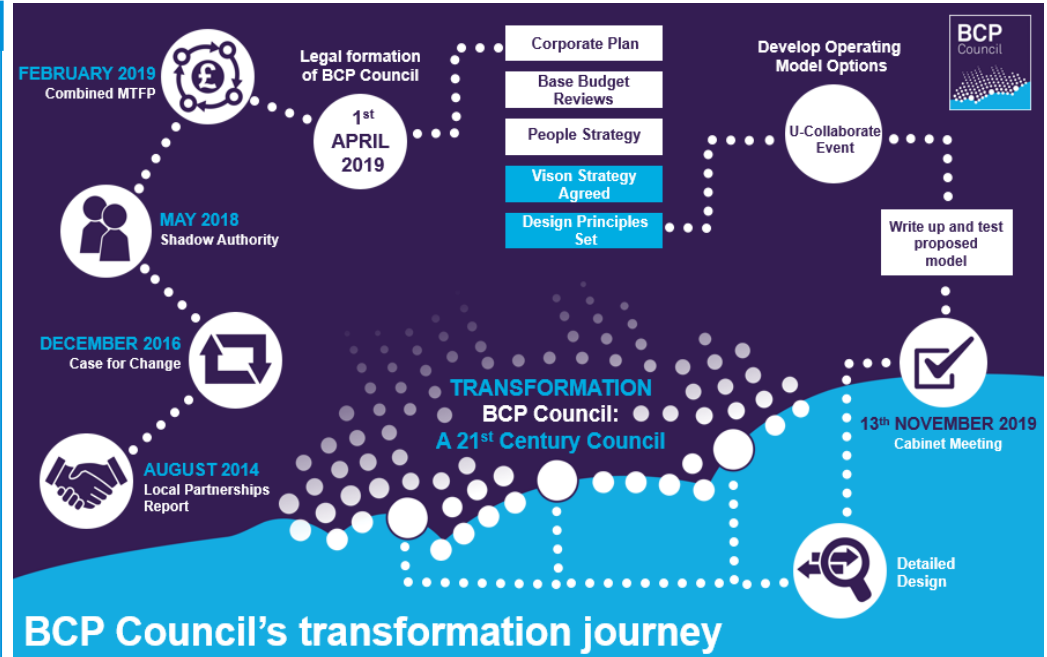
The Dorset Local Government Reorganisation (LGR) process began back in 2014, with the development of the Local Partnerships report. The Case for Change (2016) then resulted in a decision to establish two new authorities; Dorset Council and Bournemouth, Christchurch and Poole Council (BCP Council).

Since its legal formation on 1 April 2019, BCP Council has been balancing the need to integrate teams and ways of working with the need to maintain service standards.

Progress has been made with a Corporate Plan being developed which sets out the Council's values, priorities and key actions. At the service level, a series of base budget reviews have been undertaken which analyse current services and consider future options for integration and improvement.

However, there is a clear recognition that a more fundamental transformation is required in order to fully realise the opportunities that local government reorganisation can bring.

BCP Council recognises that it needs to optimise these opportunities to meet its current financial predicted shortfall. £22.8m of savings need to be delivered in the medium term, with £15m currently predicted for the next financial year.



The need to transform – Commissioning this report

Throughout local government reorganisation it was recognised that further transformation would be required.

With this in mind, BCP Council commissioned support to:

- Articulate and outline opportunities for transforming the Council.
- Undertake activity analysis on current Council activity to understand current costs and working practices.
- Provide options for the future of BCP Council including operating model, ways of working and technology architecture.
- Identify a recommended operating model design and develop a high level implementation approach.

Overview of the approach

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The programme of work agreed between BCP Council and KPMG was broken down into four milestones, carried out over a period of four months.

Key principles of the approach were to:

- Carry out significant engagement with BCP Council Officers and Cabinet Members. This was done from the initial development of design principles through to the development of the proposed operating model.
- Be open to examples of best practice working from both the public and private sector.

1. Vision and Ambition



Initial engagement

One-to-one engagement with directors to understand context, current state challenges and initial views on key requirements for future design.

Maturity assessment

Survey completed by senior managers across BCP Council to provide high level analysis of current maturity and future ambition.

Design principles

Principles setting out the core requirements of the future operating model initially developed by the Senior Manager Network and refined at the Director Strategy Group before being tested with Cabinet.

3. Developing the proposed model



Design workshops

Workshops held across all five directorates to analyse current state customer journeys and pain points and consider how design principles should be applied to future state processes.

U-Collaborate Event

Two day immersive event held to co-develop the operating model with Officers and Cabinet members, with external speakers providing best practice inputs. The Event considered key topics such as voice of the customer and use of data and digital. These support development of options for the future model.

Financial impact analysis

Consideration of the benefits and costs associated with the proposed model.

2. Current state analysis



Activity analysis

Individual staff time was mapped to the whole Council framework to establish a baseline of overall activity and associated cost, as well as a view of current systems and change programmes.

Third party spend

Analysis of historic third party spend to better understand opportunities for future savings.

Income and cost recovery

Analysis of historic Revenue Outturn data against other unitary authorities to identify potential opportunities

4. Implementation Planning



Implementation approach

An approach was developed to implement the proposed operating model, outlining the different phases and workstreams required.

Implementation costs and phasing

Consideration of the costs of implementation for the proposed model and consideration of the phasing of benefit against these costs.

What is an operating model?

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An operating model describes how an organisation organises and governs its capabilities and assets to deliver its strategy.

The operating model ensures that an organisation is able to turn strategy into reality by defining how the organisation will operate to meet its strategic ambition.

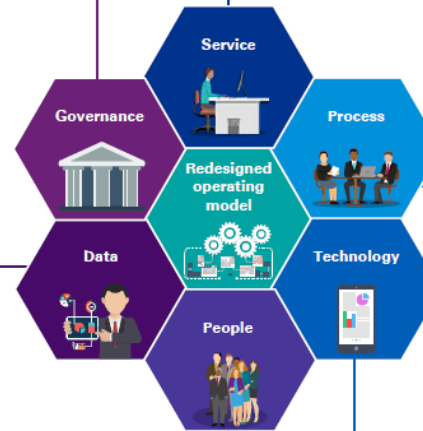
The operating model drives explicit choices about the best deployment of an organisation's capabilities and assets to achieve its strategic ambition and enact its business model. It describes how an organisation operates across services delivery model, process, technology, people, data and governance.

Elements of an operating model

Governance – The controls in place to govern decision-making and manage risks, including committees and roles and responsibilities. This also includes council-based compliance and regulatory obligations

Data and Reporting – The data and reporting required by BCP to support the execution of processes and inform decision making

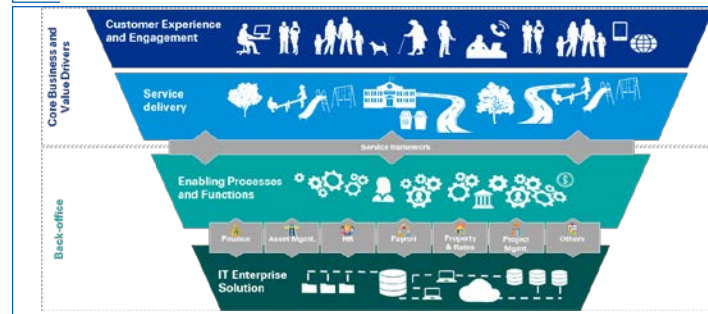
People – Describes the skillsets and capabilities required in the BCP workforce, structure and lines of reporting



Service – Defines what and how services are delivered in BCP. Describes who delivers the services, whether these are managed internally or externally

Process – The processes and interdependencies of BCP by which work is carried out

Technology – How the BCP IT solution will manage information/data and support the execution of processes



Whole Council Framework

In this report two key tools have been used which support organisations to understand their current operating model and consider their future.

They are the Whole Council Framework, and the operating model framework, based on the six design layers above, both of which are explained in greater detail later in this section of the report.

The Whole Council Framework

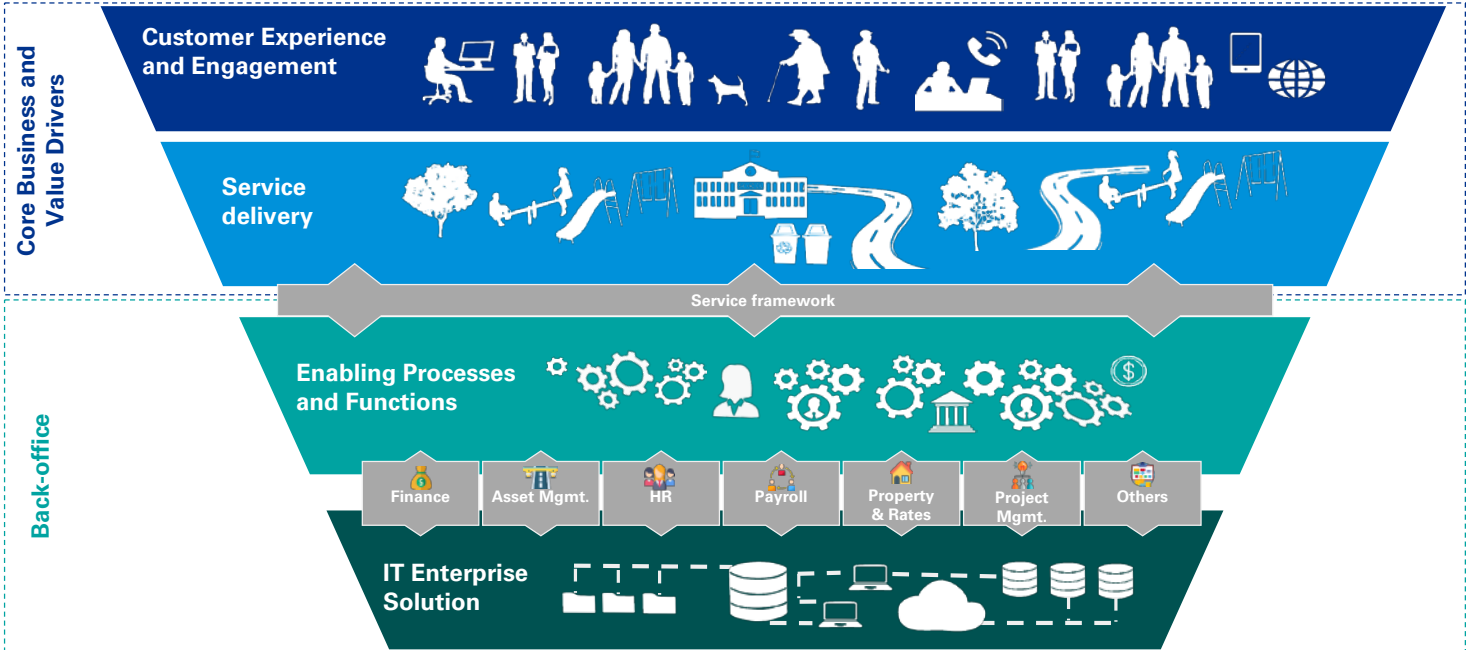
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The Whole Council Framework is the structure within which BCP Council's activity have been mapped and analysed.

The framework splits the Council's activities into three core layers Customer Experience & Engagement, Service Delivery and Enabling Processes and Functions.

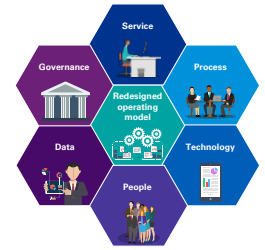
Within these three layers, there are 19 processes which together capture all of the activities carried out across a Council.

The Whole Council Framework has been used to carry out activity analysis across BCP Council, enabling more informed decisions to be made regarding how activity levels may change within the proposed future operating model.



Layer	Description
Citizen experience and engagement	Often described as the front office; this is all activity that supports any citizen engagement, including assessing and planning for direct service delivery.
Service delivery	Activity that provides a direct service to citizens and/or customers. This includes statutory and non-statutory services as well as those commercial services, which generate commercial income for the Council.
Enabling processes and functions	Often described as the back office; this is all processes and functions carried out which enable and support service delivery and the front office.

The operating model framework



The KPMG Operating Model Framework has six design layers. These ensure that a holistic operating model is built that considers all aspects of an organisation.

In this report the design layers provide a standard framework for analysis which is used to set out both the current state and proposed future model for BCP Council.

This has been applied at a whole Council level for this report, but is equally relevant at a directorate or service level.

Design layer overview		Considerations for BCP Council
Service delivery model	Defines what and how services are delivered in BCP Council. Describes who delivers the services, whether these are managed internally or externally	<ul style="list-style-type: none"> — How and where will services be delivered? — Where do people need to be based or located to best deliver services? — How should BCP Council work with partners to deliver services? — What focus should there be on commercial services?
Process	The processes and interdependencies of BCP Council by which work is carried out	<ul style="list-style-type: none"> — How effective are BCP Council's current processes? — How do processes need to change to meet customer expectations? — What level of standardisation is needed across the Council? — How much automation should be applied across the Council? — How will BCP Council continuously develop and improve processes?
Technology	How the BCP Council IT solution will manage information/data and support the execution of processes	<ul style="list-style-type: none"> — What technology is needed to leverage the workforce of the future? — What should be the key elements of BCP Council's IT strategy? — What platforms are required to effectively integrate systems across functions and with partners? — How can technology be leveraged to respond to customer demands?
People	Describes the skillsets and capabilities required in the BCP Council workforce, structure and lines of reporting	<ul style="list-style-type: none"> — How do BCP Council align to the People Strategy? — How should people interact with each other across the organisation? — What skills do BCP Council need to develop or acquire across the organisation? — What can be digitised, augmented and automated to release capacity?
Data	The data and reporting required by BCP Council to support the execution of processes and inform decision making	<ul style="list-style-type: none"> — What insights and information do BCP Council require to support forward-thinking decision making? — How can data be used to understand customers and personalise services? — How do BCP Council embed use of data in ways of working? — How do BCP Council use data to measure performance and track goals?
Governance	The controls in place to govern decision-making and manage risks, including committees and roles and responsibilities. This also includes council-based compliance and regulatory obligations	<ul style="list-style-type: none"> — How should BCP Council be structured to enable effective governance? — How can governance be more agile and responsive? — How can BCP Council better identify and mitigate risk? — What is BCP Council's decision making framework?

Setting design principles

Setting design principles is a fundamental element of organisational design work.

The eight design principles agreed by BCP Council as part of this project have allowed the leadership team to align around a common vision for what BCP Council will be in the future, and have informed the development of the operating model presented in this report.

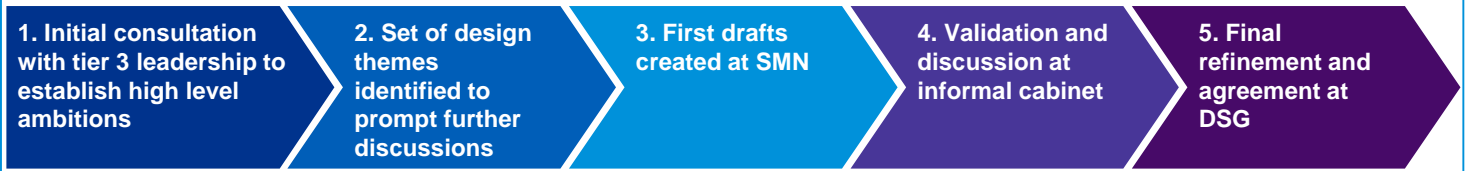
The purpose of design principles

Design principles are the blueprint of operating model design, intended to focus the efforts of the organisation on the core competencies it needs to achieve its goals. The principles aim to provide a clear and common understanding to staff and wider stakeholders of what the organisation aspires to be. Alongside the vision and mission statement, the principles provide a set of criteria by which to guide both collective and individual decision making.



Approach to agreeing design principles

The design principles have been co-developed, reviewed, challenged and iterated in order to reach agreement. Through initial high level conversations with directors a set of themes emerged. These themes formed the basis of an exercise during a Senior Manager Network (SMN) in which senior managers created first draft principles and challenged each other refine further. The principles were validated during informal cabinet and prior to final agreement through Director Strategy Group (DSG)



Additional areas of focus

During the high level organisation design, a number of specific topics have been identified which merit additional focus.

Two key additional areas of focus are:

- **Estates:** The work on BCP Council's future estate has significant interdependencies with the overall operating model, which is set out within this report.
- **Adult Social Care:** The ongoing Adult Social Care analysis and design work is being aligned to this overall organisation design work, but with an understanding that individual directorates will need to make operational decisions in the short term.

These focus areas are still being developed and the results of this work will be reported separately.

1 Estates

Additional analysis regarding Estates is closely linked to the Organisational Design work. The analysis aims to support the Council in agreeing a strategic direction for the future Estate. This work is focusing on:

- Assessing the current 'state of the estate' looking primarily at key office accommodation sites and using utilisation data, building data and site visits.
- Performing a more detailed assessment on the three key sites at Bournemouth Town Hall, Poole Civic Centre and Christchurch Civic Centre.
- Considering how the operating model changes impact the future estates requirements (and vice versa).
- Analysing the potential space required for a new hub site, using a range of assumptions developed and agreed with BCP Council.
- Defining the key criteria for assessing the hub options, with the broader operating model and BCP Council Corporate Plan in mind.
- Performing a high level options analysis for the future hub site using financial and non-financial information.
- Considering a potential space layout for the preferred option.
- Assessing potential risks and next steps.

2 Adult Social Care Front Door

Additional analysis relating to the re-design of the Adult Social Care front door operating model has commenced alongside the core organisation design work. This work is focusing on:

- Identifying the current "front doors" to Adult Social Care across BCP Council and understanding the current processes and ways of working within these teams, taking into consideration the different services that operate the front doors.
- Analysing how the common drivers of social care cost are currently being managed within their teams. This includes the use of demand management and early intervention methods.
- Understanding best practice from other social care and integrated care systems, and considering the implications of this best practice within the new operating model for BCP Council.
- Ensuring the council has a uniform approach to key statutory interdependencies such as safeguarding.
- Designing a preferred option for BCP Council's Adult Social Care front door that links the Council's operating model to a new approach for dealing with presenting need. The preferred option will take into consideration the impact of changes to demand, cost, staff skill set and performance. It will also consider the impact on service users and referrers.



Vision and ambition

Maturity assessment high level results

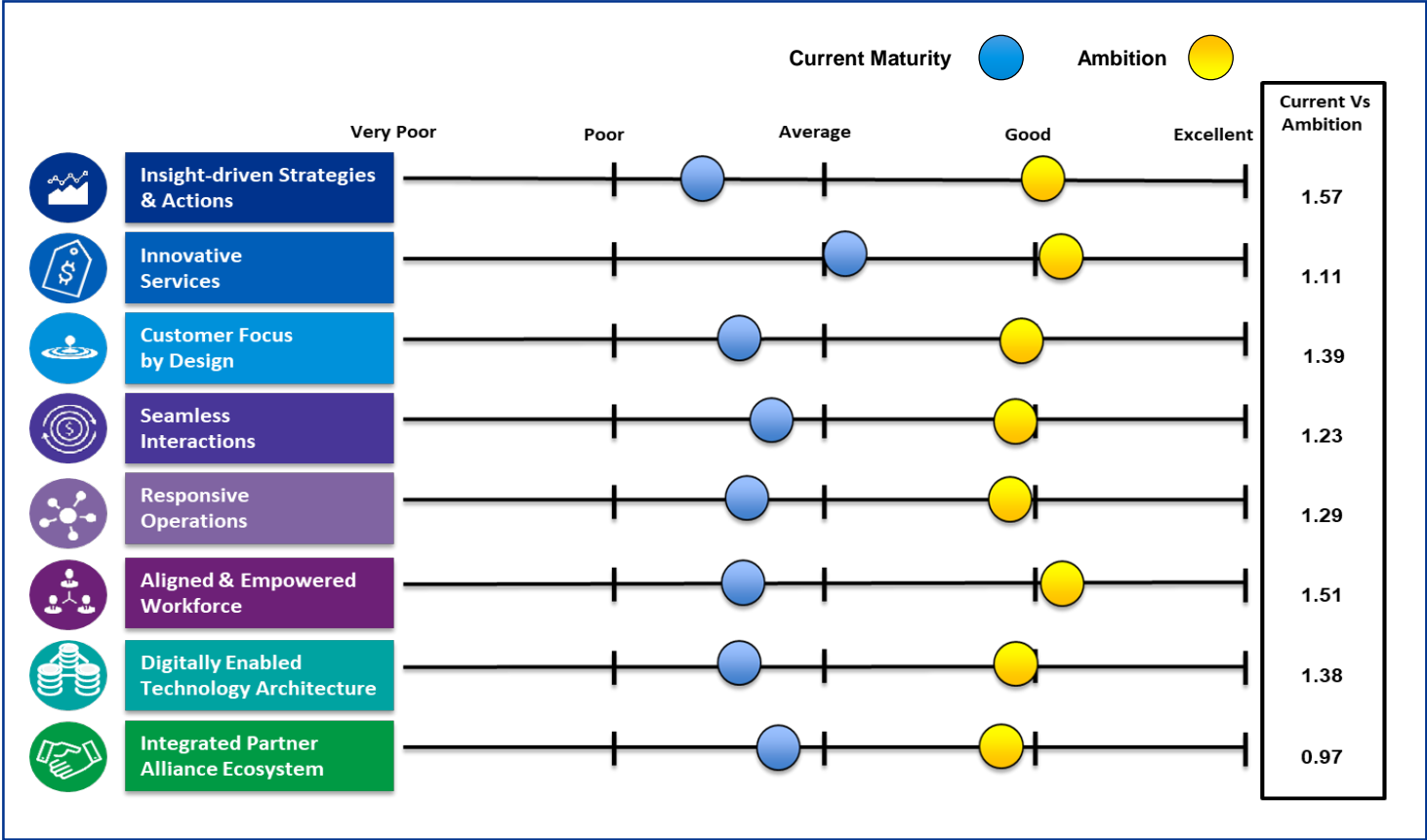
- Three activities were undertaken to consider and develop the Councils' vision and ambition:
- 1. A maturity assessment against eight capabilities for high performing public sector organisations.
 - 2. Corporate plan developed by the Council to set its strategic direction.
 - 3. Design principles for organisational design to set the parameters of the operating model design.

The first activity completed was the maturity assessment. It consists of eight capability groups with five sub capabilities in each group. It is used to assess how an organisation is currently performing and how it would like to perform.

To understand this a survey was released to attendees of the Senior Managers Network. Each officer was required to answer a series of questions across the capabilities and sub-capabilities.

These responses enabled an overview of BCP Council's current state and future ambition to be created, providing a high level view of priority areas and largest capability gaps.

The analysis opposite outlines the survey results, with the table on the right illustrating the gap between the current position and the future ambition.

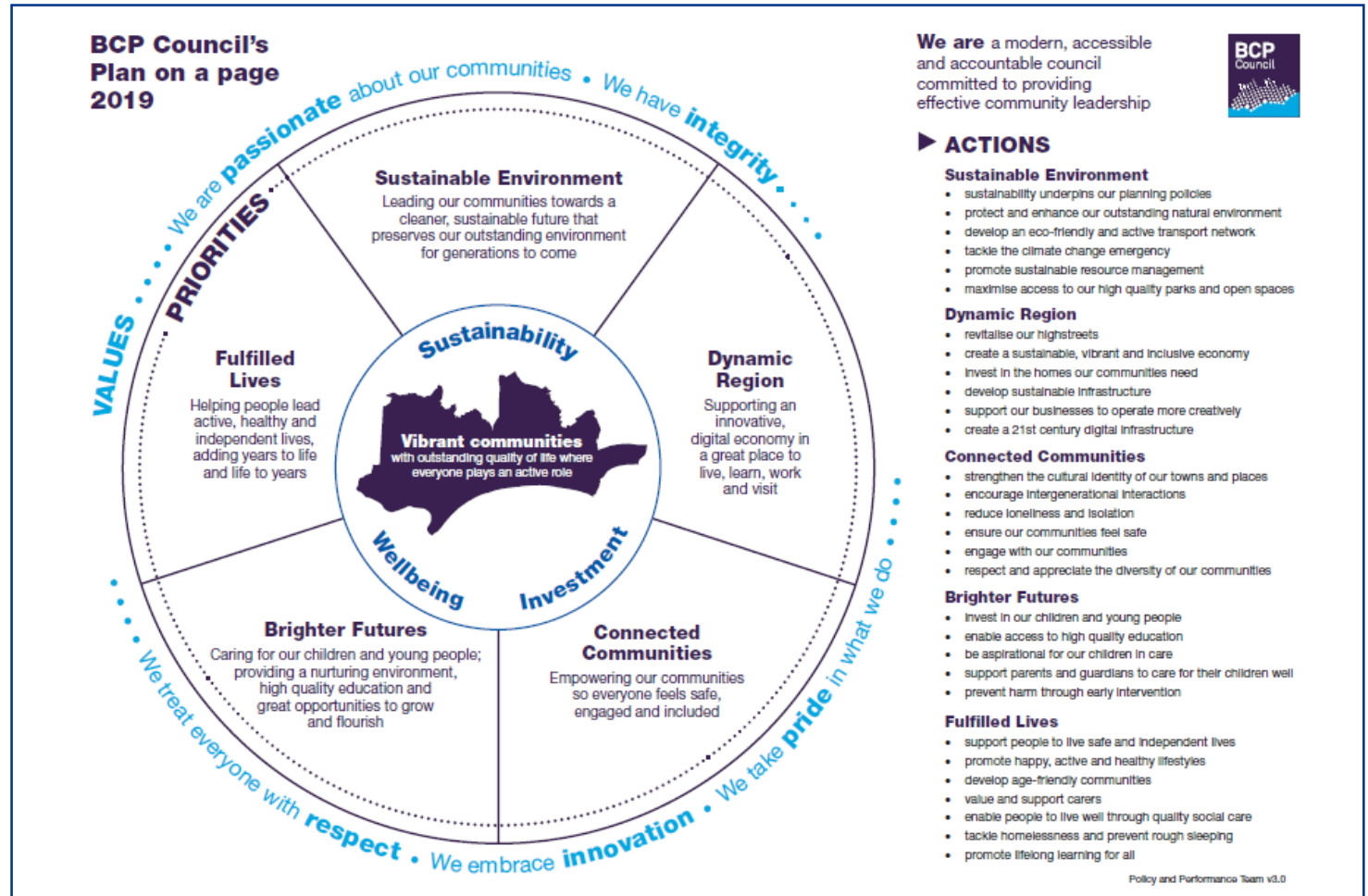


BCP Council's Plan on a page

The second activity that provides the Vision and Ambition for BCP Council is their Corporate Plan. The Council developed this and it has fed in to this organisation design work.

The BCP Council Corporate Plan outlines what is most important to BCP Council as an entity and underpins how it chooses to function across all services to reach these goals.

Whilst designing the future operating model, this plan has been at the heart of decision making.



Design principles

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The third activity has been the development of organisational design principles.

Design principles are the blueprint of operating model design, intended to focus the efforts of the organisation on the core competencies it needs to achieve its goals. The principles aim to provide a clear and common understanding to staff and wider stakeholders of what the organisation aspires to be.

The eight design principles agreed by BCP Council as part of this project have allowed the leadership team to align around a common vision for how BCP Council will operate in the future as well as inform the development of the operating model presented in this report.





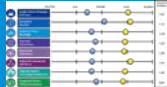





Current state analysis

Overview of current state analysis

With BCP Council only being legally formed on 1st April 2019, from the three preceding Councils and part of Dorset County Council, it adds significant complexity to current state analysis.

By applying a number of lenses to the overall current state, insight has been gained which has informed options for the future as well as the implementation considerations.

Additional work was completed to understand current and future customer journeys, i.e. what do customers experience now and what is preferable to experience in the future. This supported the qualitative information to inform the future operating model.

What is covered in this section		
Maturity assessment		As set out in the previous section, the maturity assessment completed by the BCP Council Senior Management Team included an assessment of the current state, as well as ambitions for the future.
Activity analysis		<p>The activity analysis was undertaken across BCP Council by using the whole Council framework. The activity analysis was used to gather data on all of the activities being undertaken by BCP Council employees across the whole organisation, mapped to the 19 processes boxes outlined in the framework.</p> <p>This analysis has been used to understand the distribution and focus of effort and outline key areas for further discussion in the future state design. The data collected has also enabled analysis of the current costs to perform these activities.</p>
Current system architecture		Alongside analysing employee activities, data was collected on the IT systems used to support these activities, this allowed the current technology architecture to be identified. Also the change programmes in progress that will impact how these activities are undertaken.
Third party spend analysis		FY18/19 actual third party spend from the three preceding councils has been categorised and analysed, with a particular focus on “controllable spend”. By profiling spend per category and spend per supplier it has presented a picture of current costs which has informed the future opportunities.
Estate		Estate analysis has been undertaken alongside the core organisation design work, with the headlines from the current state analysis included here.
Current operating model overview		Using the six elements of the standard operating model the way BCP Council is currently operating has been described, bringing together a consolidated view of all of the observations and implications of analysis completed.

Activity analysis results (1)

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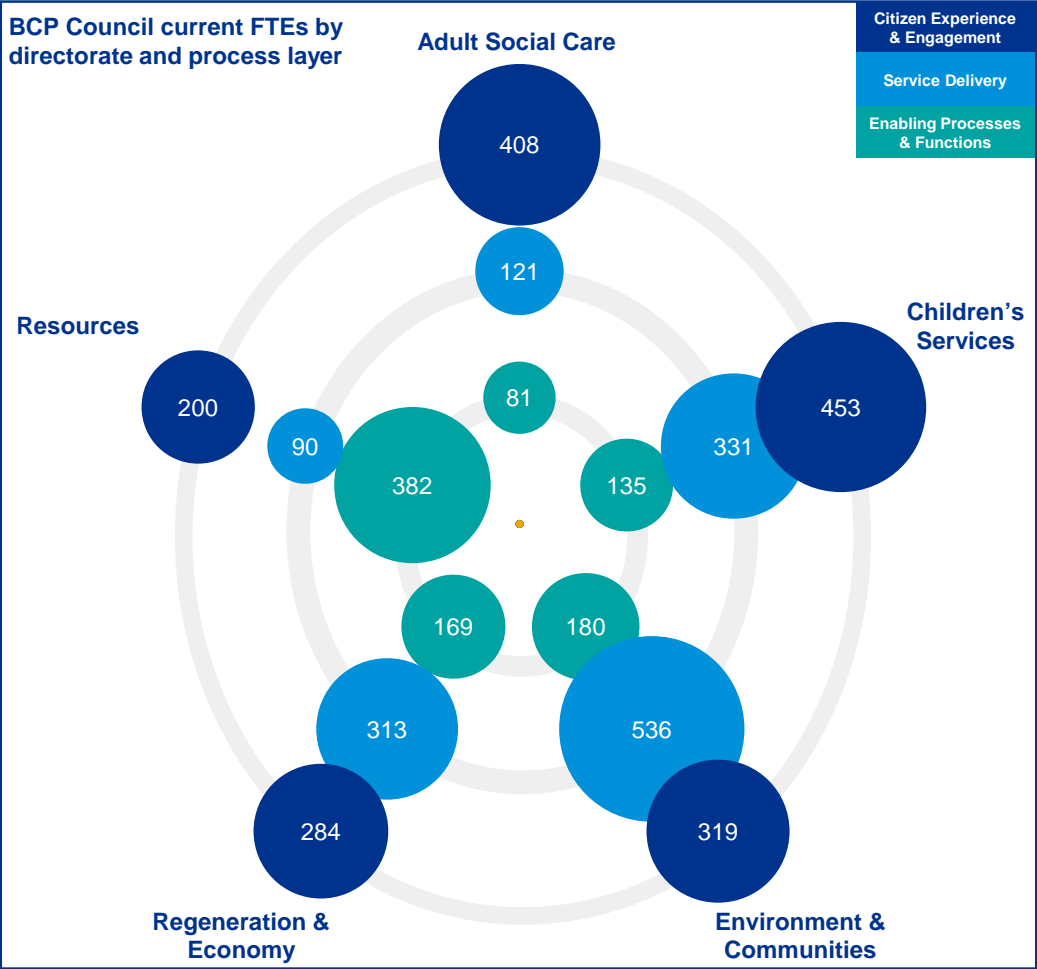
The activity analysis was gathered across the whole Council and the diagram opposite shows the high level results.

Activity is mapped by directorate across the three process layers in the Whole Council Framework. The high level view of the organisation reveals that:

- Social care directorates (Adults’ and Children’s) have the most activity in Citizen Experience and Engagement.
- Place based directorates (Regeneration and Economy and Environment and Communities) have the most activities in Service Delivery.
- Resources directorate has the most activity in Enabling Processes and Functions.

Overall there are comparatively high levels of Citizen Engagement & Experience and Service Delivery across all directorates. These layers are the largest two in all of the directorates, except for Resources, which as expected is predominantly Enabling Processes & Functions.

There is a higher level of Enabling Processes and Functions activity taking place within directorates outside of Resources than would be expected. Equally, there is a significant level of Citizen Experience and Engagement activity across all directorates. In both cases this suggests a fragmented and/or decentralised model of support.



Activity analysis results (2)

Activity analysis can be cut in a number of ways, and when combined with HR data can be used to understand the cost of activity.

The exercise also collected information on IT systems currently in use across each process layer as well as the number of change programmes ongoing.

The table below shows where full-time equivalents operate across the whole Council Framework layers, their cost, IT systems they are using and change programmes they are currently managing.

Activity analysis results by process layer

Activity	FTEs	Total salary cost	Total salary cost including on-costs	IT systems	Change programmes
Community Experience & Engagement	1,664	£48.9m	£60.2m	216	59
Service Delivery	1,391	£34.7m	£42.7m	142	44
Enabling Functions & Processes	947	£33.4m	£41.0m	254	118
TOTAL	4,001	£117.0m	£144.0m	392	192

Cost of current activities

The cost associated with each activity within the whole council framework has been calculated using the activity analysis results and HR data..

The total salary cost of £117.0m has been increased by 23% to £144.0m to include on-costs.

This total cost of employment was taken forward to support quantification of financial benefits from implementing the future model.

1,095 employees with zero hours contracts have been excluded from the activity analysis due to difficulty in accurately quantifying levels of employment and costs. There is also a degree of duplication due to some individuals being employed on multiple separate contracts across various roles. 962 of these employees mapped more than 50% of their time within the Service Delivery layer, and 833 of the employees work within Regeneration & Economy.

IT systems

There are 392 different systems and applications in use across BCP Council. This includes a large number of systems to undertake specific activities, for example 99 in Referral and Assessment. This would imply large variety in how this specific activity is being undertaken.

Further to this, the large usage across the majority of activities undertaken by the Council suggests that the IT architecture is overly complex and fragmented , it's likely that there is duplication of systems and applications.

Change programmes

There are 192 change programmes currently ongoing that have a direct impact on activities being undertaken.

It is clear that many activities are undergoing significant change, in line with the significant change seen across the whole organisation.

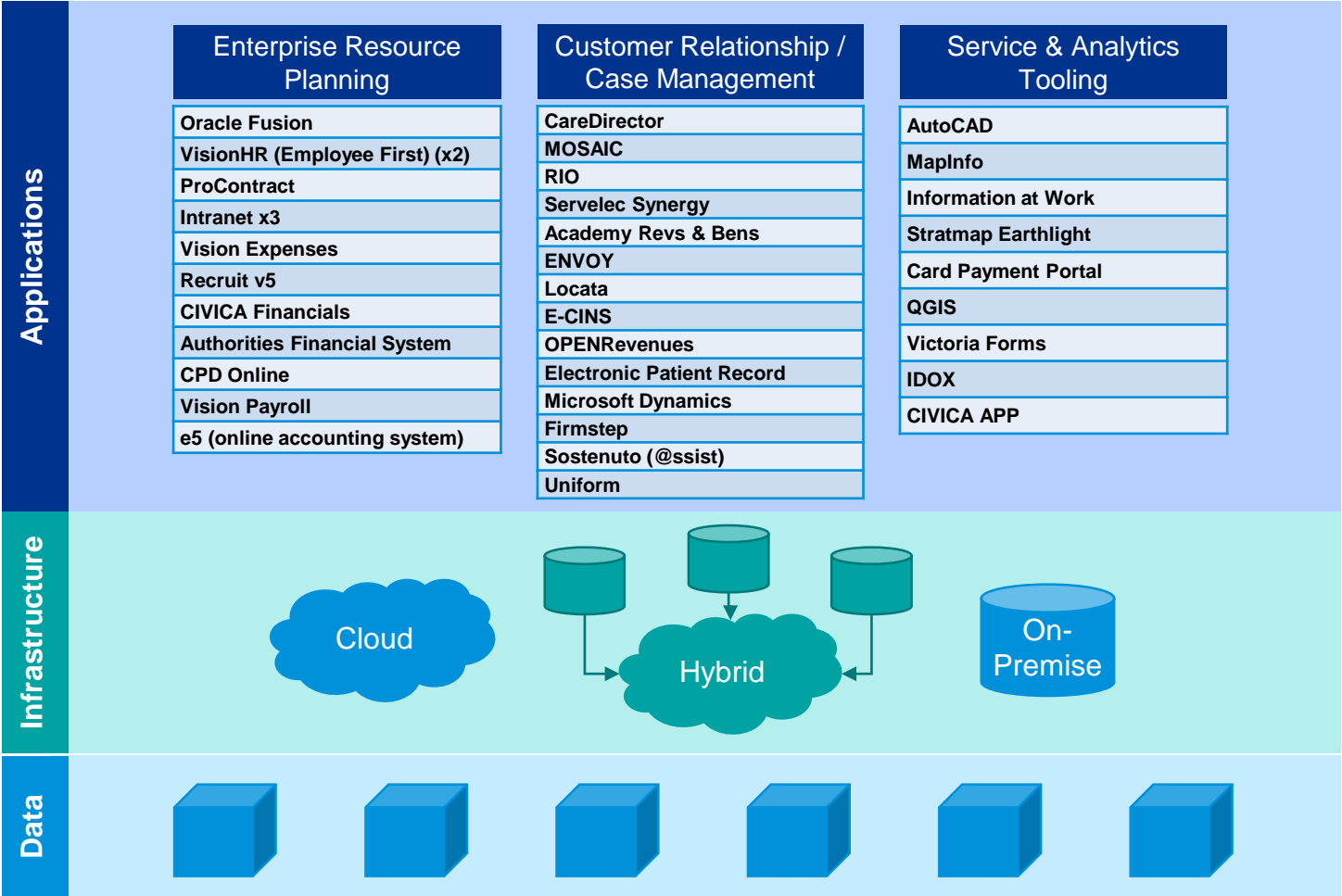
Current systems architecture

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As identified in the activity analysis on the previous page, 392 individual IT systems were identified in operation, with the number of active users for each application varying dramatically.

The current state technology architecture is naturally fragmented considering the context of BCP Council's recent formation from three preceding councils with an ageing estate and multiple legacy systems.

This diagram presents a high level view of the architecture and a selection of systems that have the greatest breadth of use in the organisation, i.e. the systems that were identified most often by different teams completing the activity analysis. Even within the widely used systems, there are examples of duplication, suggesting that low volume systems could also be consolidated to streamline the IT estate and better manage costs going forward.



Third party spend analysis: controllable spend categories and suppliers

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In addition to activity analysis, the third party spend was considered.

Firstly, the third party spend returns from the three preceding councils that make up BCP Council were recognised.

Transactions were grouped into 15 cost categories, of which 11 were identified as being addressable. Non-addressable spend included education, inter-council payments, pensions and capital expenditure. These are not easily addressed through procurement processes or are not repeated each year so do not impact the Council's revenue spend.

Addressable spend categories

The diagram opposite outlines the 11 categories of addressable spend.

As would be expected, social care is the largest spend category accounting for over half of the addressable spend for third party outgoings.

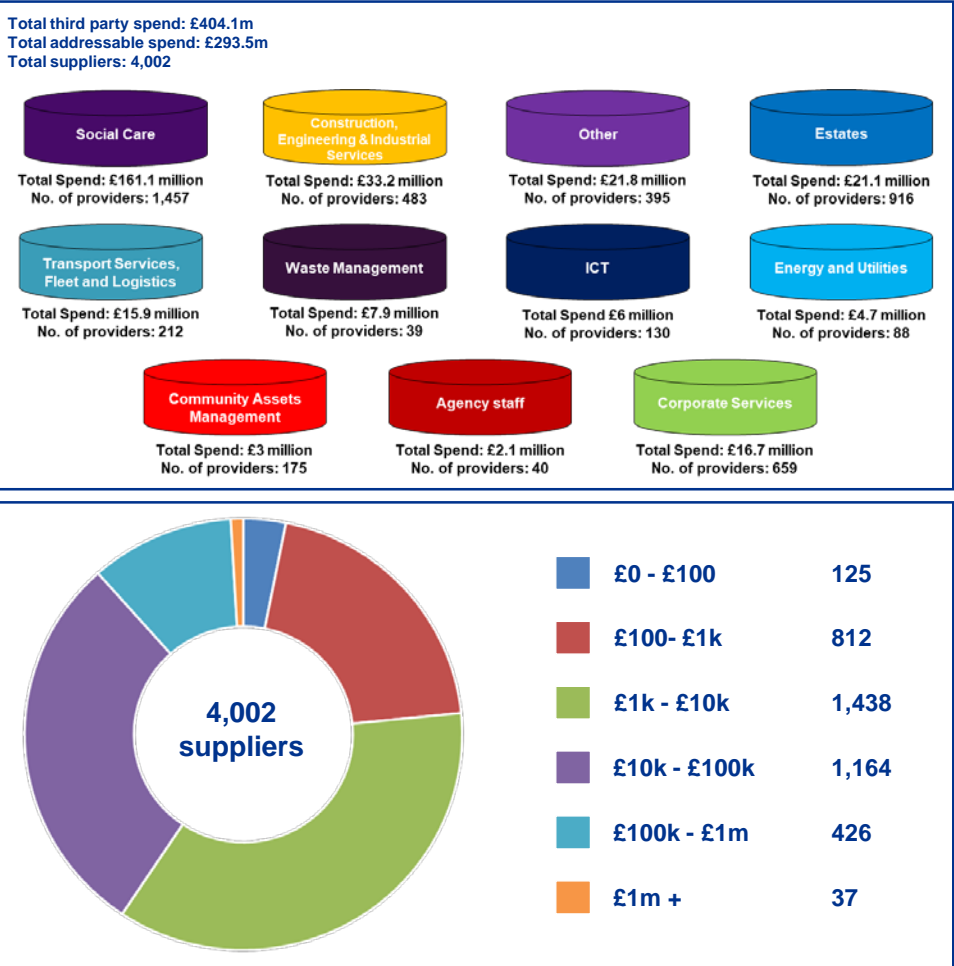
There is significant opportunity to address over £300m of spend through contract consolidation, contract renegotiation and overall economies of scale.

Annual spend level by supplier

The diagram opposite shows the suppliers by amount spent:

- For 25% of suppliers, less than £1k
- For 60% of suppliers, less than £60k
- The Council spends £126.4m with 37 suppliers
- The Council spends £6.4m with 3,539 suppliers

This is unlikely to be a financially effective approach given the time to set up and verify a supplier, and the inability to take advantage of volume discounts.



Current state analysis

Estates

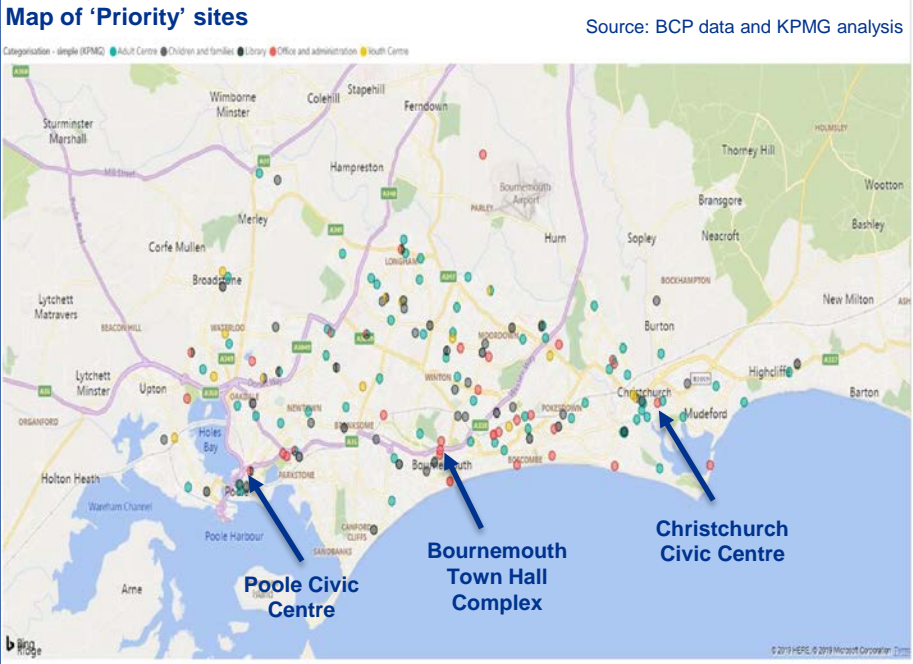
122

It was identified that understanding the current estate of the Council would aid the future operating model decisions. Analysis was completed to understand the make-up of the estate sites, capacity limitation within the current estate and current ways of working.

The BCP estate includes a broad spectrum of site types ranging from offices, community centres, car parks, leisure facilities, parks, land, industrial, infrastructure and public space / facilities spread across 852 unique locations.

Approximately 226 sites are within a classification considered to be particularly relevant to the organisation design work, as highlighted in the table opposite.

The combined BCP Council estate database includes 2,842 unique building IDs located on 852 unique sites. The sites highlighted below are within classifications considered to be particularly relevant to the organisation design and so have been designated as ‘priority sites’ (see table opposite). These are sites from which services to the community are primarily delivered and include office and administration (64 unique IDs) and sites supporting direct service delivery: adult centres (84), youth centres (15), children and family centres (38) and libraries (25).



Breakdown of BCP Council estate types	
Site classification	No. of unique building IDs
Office and administration	64
Adult Centre	84
Youth Centre	15
Children and families	38
Library	25
Priority sites	226
Seafront estate	740
Infrastructure and utilities	585
Sports and leisure	208
Open spaces and reserves	172
School	170
Land and agricultural	156
Carpark	136
Residential and housing	106
Storage	86
Public conveniences	70
Retail and commercial	56
Other	44
Crematorium, Chapel, Cemetery	29
Industrial	28
Cultural sites	16
Depot	14
Total	2,842

Having identified and understood the current site mix, site visits, interviews and data analysis was undertaken to gain an understanding of current capacity and ways of working.

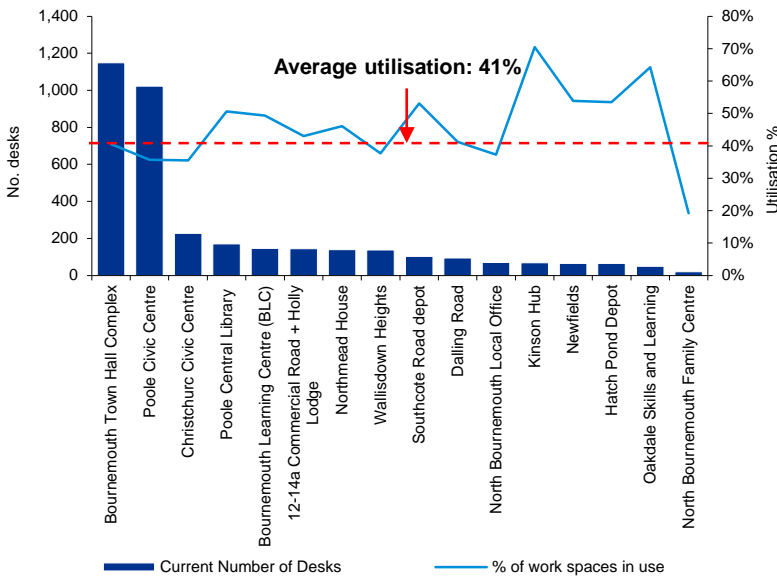
There appears to be significant excess capacity across the estate, with the opportunity to implement smarter ways of working. There are consolidation opportunities for the potential ability to realise capital receipts.

Outlined opposite is a high level view of current ways of working and accommodation capacity.

Excess accommodation space

- Based on Council occupancy audits undertaken in 2018 across 16 primary office and accommodation sites, the average proportion of desks in use each day was 41%.
- This translates into c. 2,100 of 3,700 desks free on average each day.
- The audits were undertaken by BCP twice daily (mid morning/mid afternoon over two days in September 2018 apart from Christchurch Civic offices which were surveyed on nine occasions in August 2019).

Primary office and accommodation sites - 2018 Council utilisation study



Source: BCP occupancy audits dated October 2018 and KPMG analysis

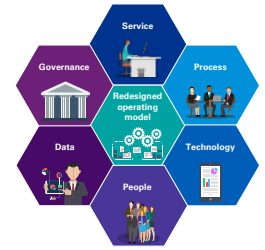
Mixed ways of working

- Anecdotally, 'Smart ways of working' has been agreed as the direction of travel across the estate by senior leadership but this does not appear to be consistently embraced across the organisation.
- Christchurch Civic Centre is held up as an example of an office that enables 'Smarter Ways of Working' but many other office accommodation sites represent much more traditional ways of working.
- Across BCP's office accommodation, most people appear to have their own desk, limiting the flexible use of office space.
- There is a significant amount of paper and storage in offices as many staff and teams currently rely heavily on paper-based processes.
- Of those offices where condition surveys have been completed, many have a multi million pound maintenance backlog. Investment is required to improve the quality of these sites and create a consistent look and feel across the estate.

Working styles observed in BCP Council include:

- All staff have an assigned desk
- Cellular meeting rooms
- Fixed IT (e.g. desktop computers)
- Separate kitchens
- Most work performed from office location

Current operating model overview (1)



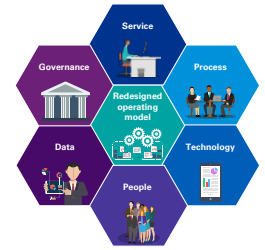
Using the operating model framework introduced in the approach section, findings from across the current state analysis activities have been collated, including interactions with Officers and review of documentation.

Greater emphasis is deliberately placed on areas where there are opportunities. Additionally, many of these observations are natural consequences of the creation of a new council from three legacy organisations with different operating models and cultures.

Some common themes identified include a lack of integration, duplication of effort, siloed working and frustrations with current technology and systems.

Observations: future operating model opportunities		Key implications
Service delivery model	<ul style="list-style-type: none"> Multiple service delivery models are evident across the Council, largely as a result of the recent formation of the Council. Directorates exhibit siloed working with minimal sharing of resource. Significant levels of enabling activity takes place independently within each of the five corporate directorates, limiting the ability of teams to carry out joint planning or to share resources. Multiple front doors for accessing services with different access points dependent on service user geography and service type needed. Customer contact centres and services across BCP Council recorded the following interactions: <ul style="list-style-type: none"> Around 67,000 monthly telephone calls with each service using different management processes and triage approaches. Multiple teams outside of the contact centres are managing initial customer contact with over 1m calls received by Bournemouth trunks alone in the last year. Over 77,000 face-to-face contacts recorded across multiple front desks in the BCP Council estate in the last year. An estimated 14 million website views annually across four different websites. Limited focus is placed on early intervention services (only 4% of organisational effort, compared to 10% of organisational effort for eligibility based services). Availability of out of hours support for both external and internal service customers is variable, with multiple model in place, risking delay in timely response to incidents. 	<ul style="list-style-type: none"> Current lack of focus on early intervention leads to inefficiency in prioritisation of resources and missed opportunities for better outcomes. Multiple front doors lead to service inconsistencies and different customer experiences. Duplication of effort as a result of siloed delivery model adds cost and limits potential for improvement through collaboration.
	<ul style="list-style-type: none"> Siloed working is evident across legacy Council geographies and between directorates. Work is currently ongoing to improve process consistency but a lack of co-location, and integrated systems is limiting progress. Tracking progress and outcomes can be difficult, both for residents and internal staff (when depending on a different team or service's input). There is often no single, shared and transparent way to track service status without manual updates and intervention. Processes often rely on 'knowing the right people' and internal networks, as opposed to clearly defined, signposted and adhered to policies - further complicated by LGR siloes. Processes for requesting service transformation and process support from Resources are inconsistent, with no agreed approach or governance. This can result in joining change initiatives late and increase risks of re-work, duplication and missed opportunities for shared practice. 	<ul style="list-style-type: none"> Inconsistent and duplicative processes risk inefficiency and delays in service provision. Lack of clear processes for some services risks poor experience for customers, both internal and external.

Current operating model overview (2)



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Observations: future operating model opportunities		Implications
Technology	<ul style="list-style-type: none"> — Clear duplication across legacy systems, with around 392 IT systems and applications in use across the Council. Consolidation of systems is seen as necessary and discussions around undertaking this are in progress. — IT support resources are fragmented across the organisation with a quarter of IT specialists, those spending more than 50% of their time on supporting the technology ecosystem, outside of the IT function within Resources. — The majority of IT resource is currently focussed on maintaining end-of-life systems and processing reactionary support requests from service lines. Significant work is also ongoing to implement a single email address, Wide Area Network (WAN) and telephony system across the BCP Council estates. These changes are strained by insufficient IT resources. — System interoperability is limited due to system restrictions; inconsistent data quality, information governance issues and lack of technical support from suppliers is causing siloed system usage and process inefficiencies. — Understandably at this point there is no documented or corporately agreed technology strategy, meaning investments are made based on directorate priorities. A lack of clear governance is also allowing services to push through requests for duplicated accounts and licenses for service practitioners, with the IT team pushed to break protocol in the interests of expediency. — Mobile working and access for staff across the numerous BCP Council estates is an ongoing issue, with varying degrees of access to internal systems and facilities depending on which of the preceding Councils' staff were employed by. 	<ul style="list-style-type: none"> — A lack of IT strategic direction means numerous end-of-life, unconnected and duplicative systems. — Capacity issues within IT are causing transformation initiatives to be stalled as they must focus on maintaining end-of-life systems. — Maintaining numerous duplicative and legacy systems results in higher revenue costs for the Council. — Interoperability difficulties will limit data analytics capabilities.
	<ul style="list-style-type: none"> — A People Strategy has been developed and cascaded across the organisation. There is a focus on future resourcing, continuous development and creating well defined paths for progression and reward. However, this will take time to embed and is partly dependent on the future operating model. — Senior managers are concerned that the intensive LGR timelines combined with full operating model transformation may lead to staff disengagement and loss of momentum. Employees have suggested they need a clearer direction for future changes as they wish to avoid wasted effort; employees accept that the operating model seeks to deliver this clarity. — Staff are working under multiple sets of terms and conditions and employment arrangements, which will constrain the ability to transform, adopt new ways of working to fully integrate teams & services — The current estate and lack of enabling technology is not encouraging integration of teams and the development of a single way of working. Some managers are spending significant time travelling between sites in order to manage their teams. — Employees note that working can be siloed across directorates, partners and also within services throughout the BCP Council geography. — The Council's leadership team is newly formed, and it will take time to achieve the strategic alignment needed to lead the organisation through a complex period of transformation. 	<ul style="list-style-type: none"> — Siloed working reduces collaboration and opportunities that would be identified through knowledge sharing. — Change fatigue will need to be actively addressed through communications and effective change management. — Strategic alignment of leadership is critical to lead the organisation through the transformation and communicating with sufficient clarity and consistency both internally and externally. — There is a dependency on the ongoing pay and reward work for transformation to be implemented successfully.

Current operating model overview (3)



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Observations: future operating model opportunities		Implications
Data	<ul style="list-style-type: none"> — There are pockets of good practice and analytics capabilities within BCP Council. However, the lack of consistency and dedicated capacity limits the opportunity to embed data-driven decision making into business as usual. — Staff note that data collection is focused mainly on statutory reporting rather than what they required to improve decision-making. Lack of prioritisation of data quality and integration means analytics to support strategic decision-making is difficult. — Managers are unsure of the opportunities that greater use of data can provide. This results in a lack of investment cases which are required to build capability and capacity or redesign services around analytics. — There is no single view of the customer, with data and information held in multiple teams and systems. Decision are therefore often made without the ability to refer to wider context of a customer's background. — There is inconsistent capture and analysis of outcome data which reduces the ability to test which interventions are most effective and understand which risk indicators can best identify customers likely to have more complex needs. — Internal performance and outcomes reporting is only undertaken within certain teams. There are limited options for self service, although reporting visualisation work is currently underway between IT and some service lines. — There is little capacity and capability to undertake advanced forecasting and demand modelling exercises, as well as targeting of early intervention support, so services must approach service delivery in a more reactionary fashion. 	<ul style="list-style-type: none"> — Without a single and consistent view of the customer, Council services are always likely to be sub-optimal. Opportunities to intervene early are unlikely to be identified. — Officers are at risk of reacting late to incidences due to delayed reporting and a lack of wider context. — Without an understanding of best practice, opportunities for reform and piloting may be less ambitious as it is not known what tools and insights could be made available.
	<ul style="list-style-type: none"> — During the Local Government Reorganisation programme there was clear control on strategic decision making and a clear focus on priority support to drive preparations for go-live in April 2019. — Governance processes and protocols are clearly set out with weekly meetings of senior directors in different functional groupings. This includes Director Strategy Group and Corporate Management Board, which provide oversight and encourage collaborative decision making at a corporate level. — Strategic decisions around resourcing, procurement and services have often been delegated and undertaken in a siloes. Driving strategic decisions to directorate level means they often reflect service level priorities and put less focus on whole Council benefits, requirements and opportunities. — Corporate Directors are often required to address operational decision making. A significant proportion of Director time is spent on this, hindering the ability to focus on strategic planning. — Political oversight is consistent with examples across unitary authorities, with portfolio members engaging in their relevant service lines. However, with the change of administration occurring soon after LGR there has been a natural transition and degree of uncertainty as new priorities and policies have been defined, shaped and embedded into the future plans. 	<ul style="list-style-type: none"> — Missed opportunities for collaboration and sharing of best practice. — Services making decisions of a strategic nature, in isolation can lead to siloed working. — Strategic directors being required to support operational decisions and queries limits strategic planning time.



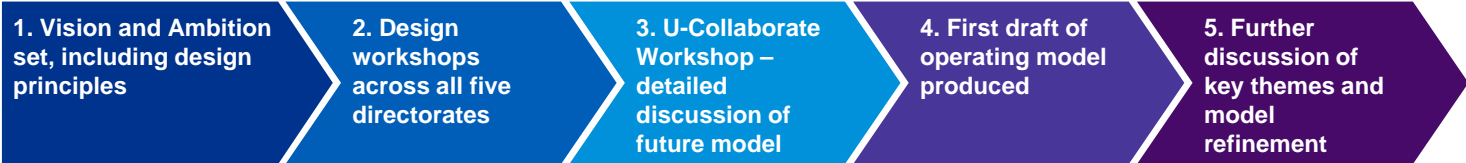
The proposed operating model

How the operating model was built

The operating model set out in this section of the report is the culmination of all of the work undertaken during the Vision and Ambition phase and the opportunities identified in the activity analysis phase.

Throughout the development, and the emerging model has been checked back to design principles.

The Whole Council Framework, and the Operating Model Framework have both been used to ensure that a holistic approach is taken to operating model development.



What is covered in this section		
Operating model on a page		The operating model on a page aims to graphically depict the proposed design of BCP Council, showing how each element of the operating model interacts, with the overall objective of delivering BCP Council's Corporate Plan. Each element is then described, with agreed principles and considerations to be revisited during detailed design set out.
Future Estate		A focus on the interdependencies between the future operating model and the future estate, and proposed principles for the future BCP Council estate.
Future state summary		Using the six design layers of the Operating Model Framework the future operating model has been summarised, with additional detail included in relation to the future systems architecture.
Future system architecture		An outline of the high level future system architecture required to deliver the future operating model.
Check back to design principles		The design principles drove the development of the operating model, but a check back was required to confirm that the final version of the proposed model successfully meets the design principles which the Council leadership agreed.

The proposed operating model

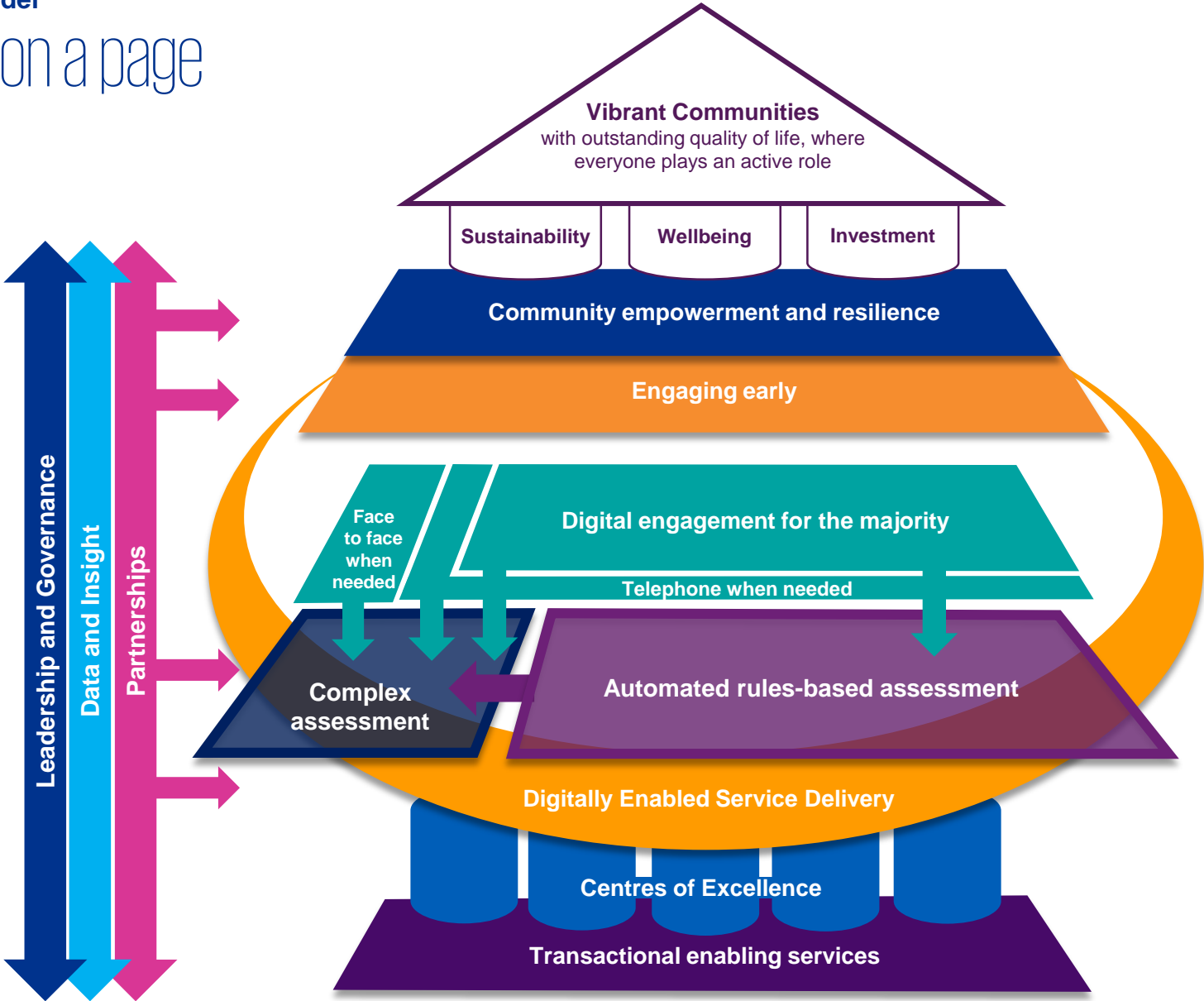
Operating model on a page

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This graphical representation of the operating model is designed to enable a common understanding of how BCP Council will operate in the future as one combined organisation. It shows the key elements of the new model and how they interact. Each element of the model has been defined on the following page, and in more detail in the Appendix.

The operating model is designed to deliver BCP Council's Corporate Plan, the core objectives of which are set out above the model.

The development of the operating model was driven by the design principles and was first written up following discussions at the U-Collaborate Event. Since the event the model has been refined based on feedback and discussion between the BCP Council leadership team.



The proposed operating model

Describing the operating model

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Vibrant Communities

This is not an element of the operating model, but is included at the top of the diagram to reflect the fact that the whole operating model is designed to deliver BCP Council's Corporate Plan.

Community Empowerment and Resilience

Supporting and enabling community activities through coordination and signposting to encourage participation, limiting social isolation and encouraging independence, contributing towards improved societal wellbeing as a whole. This activity seeks to reduce need and therefore reduce demand for council services.

Engaging Early

Earlier engagement with those at risk of poor outcomes and earlier identification of required investment in place based services. Using data and insight, alongside a more holistic understanding of need, BCP Council will help to shift service delivery away from more costly interventions when demand presents itself.

Customer Contact

A streamlined, intuitive, predominantly digital front door will allow customers to self-serve wherever possible by accessing guidance and real-time information relating to their services. Face to face and telephone engagement will remain available when it is required.

Automated Rules-Based Assessment

Consistent, automated and self-service based approach for all rules based assessments, reducing manual processing effort and enabling the customer to access the majority of services on demand. Assessments are basic and rely on little or minimal specialist interpretation.

Complex Assessment

Specialist support, guidance and assessment for customers with complex service requirements, often needing a multi-agency approach with decisions made based on richer evidence, often from multiple sources.

Digitally Enabled Service Delivery

Customer centric services utilising best practice digital tooling, with data-driven decision making informed by prediction and prevention wherever possible. Services will be more holistic and integrated, addressing the root cause of citizen needs.

Centres of Excellence

Areas of specific specialist expertise which are called upon by service staff where needed. Business partners act as a link into the Centres of Excellence, providing support and access to additional expertise where required.

Transactional Enabling Services

Core hub for transactional enabling service activities which are automated as far as possible, self-service enabled, and based on clearly defined processes. Integrated enterprise architecture and data visualisation tools provide insight for decision making. Clear separation between transactional and complex tasks to maximise capacity of staff.

Partnerships

Partners play a vital role across BCP's Council operations. Partners will deliver some key services for BCP Council citizens, including some services which are delivered earlier in the new model. In many cases partners will carry out or support complex assessment, and partners such as voluntary organisations will support community empowerment and resilience

Data and Insight

Data and insight plays a vital role in the new model, acting as a core enabler for service providers, improving staff capabilities and enabling greater focus on early intervention to better prioritise resource and improve outcomes. Sharing and accessing data will provide practitioners with a single view of the customer.

Leadership and Governance

Leadership and Governance underpins the whole operating model and is vital to ensuring that the principles of the single Council operating model are maintained over time. Governance sets and enforces the parameters within which the services operate, encouraging consistency and determining what level of variation between services is acceptable.

The proposed operating model

The future estate: link to the operating model

The operating model work provides a vision for a transformed BCP Council. The future BCP Council estate must support this vision but will also be dependent on the implementation of the operating model.

Based on developments across the whole of the proposed operating model and validated by outputs from the U-Collaborate event, it was determined that the majority of activities should take place in one Council hub.

The following criteria has therefore been used to perform an initial options analysis for this hub. The criteria provides assessment across five areas: value for money, locational factors, sustainability, physical site characteristics and implementation feasibility.

BCP Council's Design Principles



How will the new operating model change BCP Council's estates needs?

- Digital transformation will support more effective digital interaction with customers, reducing the demand for face-to-face contact with citizens
- The operating model seeks to provide more responsive services to the customer – this means that the BCP Council estate must be located within the community, for example within spokes
- New technology and a shift in culture will support more flexible working. This, combined with expected headcount reductions, will reduce the overall space requirement for office accommodation as staff increasingly work from home or in alternative locations
- Increased agile working will create the need for more flexible touch down space

How will the estate support the new operating model?

- Increased co-location of staff to enable greater collaboration between teams and a more efficient use of space (i.e. through allocating a significant majority of staff to a single Council Hub location and supporting collaborative working in Spoke locations)
- Creation of alternative work settings and touch down space in both the Hub and Spokes to support smart and more agile ways of working
- A consistent look and feel across the estate will help foster a single, unified culture across the Council
- Bold changes in the estate can be used to demonstrate tangible progress towards future operating model
- The estate can be designed sustainably which supports aspirations to be Carbon Neutral by 2030
- The estate could potentially provide the opportunity to generate capital proceeds to fund the investment required for the wider target operating model

The future estate: proposed principles

The future BCP Council estate must be aligned to the future operating model and ways of working.

Analysis and engagement suggests that a single 'Council hub', which a significant majority of BCP Council staff are allocated to, will be fundamental to the future way of working

Staff will need to be able to work flexibly, and will therefore also have access to a number of 'Community spokes', which will allow for a variety of ways of working.

Hub and spokes



- The majority of staff will be allocated to a centrally located Council Hub, including all of those primarily carrying out 'Citizen Experience and Engagement' and 'Enabling processes and functions'. A minority of staff who need to maintain a base outside of the Council Hub will be assigned to the appropriate site location (examples include librarians, spoke receptionists, children's centres, residential homes and leisure centre staff).
- Customer contact will be primarily managed from the Council Hub and will be digitally enabled. Drop-ins and specifically diarised meetings will often be held in Community Spokes.
- Many service delivery teams will continue to be locality focused, but not necessarily locality based. This means that whilst many staff will be responsible for delivering services within a specific locality, they may still be allocated to the Council hub. The majority of service team time will be spent in the community, working in an agile way (including from home where appropriate), and thus flexible community spokes and partner sites will allow for working in spokes and touch down spaces within the locality as required.
- Community Spokes should have space for staff to 'touch down' and perform office style working, for example between appointments or activities 'in the field'.
- BCP Council teams must be capable of co-locating with partners as appropriate.

Hub design & supporting technology



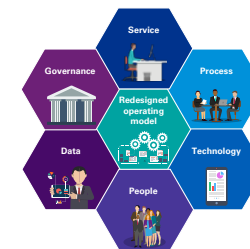
- To facilitate more collaborative and flexible ways of working, there will be a variety of alternative work settings including work stations, 'drop-in' style working environments, formal and informal meeting areas and collaboration zones.
- The space and supporting furniture / equipment will be designed in a uniform and standardised way to maximise flexibility.
- There will be allocated zones for those teams which undertake the majority of their work from within the Hub. However, these will be 'soft' allocations only and no desks will be assigned to individuals.
- The dedicated Civic space within the Hub will include the Council Chamber and one large Committee Room only.

Other



- The estate will be designed to support the future operating model and ways of working.
- The future estates strategy is reliant on having the appropriate technology and cultural change to support more flexible working. Flexible working means that office-style working will be undertaken from a variety of locations including from hubs, in spokes and from home.
- The estate must be rationalised and costs and contracts associated with estates management will be reduced through increased economies of scale.

Summarising the future model (1)

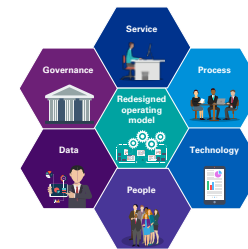


Using the operating model framework introduced in the approach section, the six design layers have been used to summarise the key characteristics of the proposed operating model.

This section provides another lens through which to view the operating model, complementing the diagrammatical view and description of each operating model element.

	Key characteristics of proposed model	Key benefits
Service delivery model	<ul style="list-style-type: none"> Greater prioritisation of early intervention and independence, through proactive, data driven identification of risk and investment in preventative services. Strategically coordinating the community sector to empower citizens towards living more independent lives and building support networks to improve wellbeing. Embedding a more integrated whole council approach to deal with issues holistically, helping to address root causes rather than symptoms, supported by greater collaboration with both internal and external partners. A more agile delivery model, with staff able to work in a mobile and flexible way within the community through a more joined up hub and spokes estates strategy. Digitally enabled self-service for both staff and residents to access the services and support they need to allow specialists to focus on complex issues will ensure more timely resolution of more simple problems, without office hour restrictions. Consistent assessments automated where possible, with the ability to call on multi-disciplinary expertise when required. 	<ul style="list-style-type: none"> A better coordinated and signposted community offering can help residents build local support networks and maintain independence. Digitally enabled self service allows services to be accessible even when the offices are closed Mobile digital tooling and flexible estates allows services to be delivered at the right time in the right location.
Process	<ul style="list-style-type: none"> Automation, potentially including chatbots and AI enabled self-assessments, will allow residents to access support and information about available services 24/7, without having to directly contact the Council. This includes statutory and non-statutory assessments. More accurate pre-screening, self-service and coordinated communities can reduce the number of unnecessary assessments. A digital portal for citizens to access services will make it easier to engage and remove time consuming processes for staff. Real-time access for citizens to track the progress of their service applications/request through an online portal will provide greater transparency and reduce contacts with the Council. Following a 'tell us once' approach to capturing information and undertaking assessments will reduce repetitive questioning to improve process efficiency and increase quality. Pro-active, real-time notifications for staff with relevant information on the citizens they are supporting when they have a touch point elsewhere in the system will enable faster and more appropriate responses and support, avoiding further risk. More clearly defined processes, with specific owners and points of contact across teams to simplify cross-departmental working. 	<ul style="list-style-type: none"> Automated processes can reduce response times for residents, with 24/7 access to support and reducing need to travel. Improved process efficiency will allow staff to focus more time on complex cases. Citizen Portals, to provide live information about the status of personal engagements with council services will bring transparency. Clearly defined processes will embed a higher degree of consistency in service delivery.

Summarising the future model (2)



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	Key characteristics of proposed model	Key benefits
Technology	<ul style="list-style-type: none"> — A more strategic approach to enterprise architecture will provide a framework for any decisions that are made around technology, which all directorates are bought into and abide by. — The principle of cloud-first will continue, albeit with greater pace and investment in solutions using these capabilities. Some systems will remain on premise and so a hybrid model of infrastructure will be adopted, however locally held servers will be consolidated into a single place rather than fragmented across BCP Council. — A commitment to digital tooling and mobile working technology, using a single mobile device management application with single sign on capabilities for all BCP Council systems reducing complexity for staff. — Delivering a significantly more integrated ERP and CRM ecosystem, with exceptions agreed at a corporate level, with clear justification. — Rationalised IT estates with integrated infrastructure feeding a consolidated set of applications will deliver a single view of the resident, facilitate the enhancement of richer datasets for analytics and enable greater collaboration across teams and services both internal and external to BCP Council. — Enterprise wide commitments to specific applications and tools will reduce licensing costs and build a greater community of practice which staff can draw upon to share learning and build capability. — Greater commitment to improving digital literacy through training around mobile devices and tools. 	<ul style="list-style-type: none"> — Enables a single integrated view of the resident as well as enabling advanced analytics such as demand forecasting and service targeting. — Service efficiency improvements through: the reduction of duplication and manual effort; enablement of collaborative working and more agile working. — Staff empowerment through greater autonomy and self service capabilities bringing greater accountability and simpler decision making. — Cloud based infrastructure and application consolidation allows for easier scaling. — Consolidating systems and application licenses reduce costs, and higher volume licenses will see savings through bulk purchase discounts.
People	<ul style="list-style-type: none"> — Grouping of staff by capability to a greater extent than is currently evident (e.g. within Centres of Excellence). — A programme of skill development in areas such as data literacy, digital tooling, collaborative working and service delivery. — Clear development pathways for staff with understanding of the capabilities they need to build and path toward it. — Performance management will be used to support and incentivise cultural shifts required within the new operating model (e.g. the adoption of more collaborative ways of working, improving data quality and driving continuous improvement). 	<ul style="list-style-type: none"> — A greater focus on capability and specialism will drive innovation and the adoption of best practice. — A clear and compelling offer to staff through training, development and career progression will reduce attrition and enable the Council to retain talent.

Summarising the future model (3)



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Key characteristics of proposed model		Key benefits
Data	<ul style="list-style-type: none"> — Data driven targeting of early intervention service delivery, providing more appropriate support through early identification of those at risk. — A single version of the truth, through better integrated datasets, will allow officers to have the holistic context to make the right decision, addressing the root causes and not the symptoms. — Central data and analytics capability will be embedded within the Council to provide support at the strategic, tactical and operational levels of decision making, with responsibility for embedding new working practices and providing insight. — Self-service analytics and visualised reporting for more basic analysis will empower staff to better understand what their data could tell them, why data quality is important and free up analysts' time for more value adding activities. — Gradual adoption of advanced analytics to track the performance of interventions, to support officers in making better decision and to target investment. — Data and evidence will be embedded in decision making at a strategic level, including forecasting of demand to support resourcing decisions. — An "Information Coaching" approach, with problem solving based information governance support engaged early, to help develop innovation initiatives and provide assurance to staff concerned or confused by General Data Protection Regulations (GDPR) stipulations and information governance. — A senior leadership team with clarity around data opportunities. 	<ul style="list-style-type: none"> — Improving citizen outcomes, through earlier support, more effective interventions. — Efficiency improvements through reduced duplication of effort, data re-entry, information governance obstacles, repetitive assessments and avoiding resource intensive interventions. — Continuous improvement will be enabled through improved capture and analysis of outcomes data. — Reduced risk from regulatory compliance under through improved data literacy across the organisation
	<ul style="list-style-type: none"> — Clear ownership of the operating model by a leadership team which commits to driving and maintaining a whole council approach to prioritisation and decision making. — A clear strategic view of areas such as technology, data, procurement and service collaboration to be in place, with a set of principles that senior leaders are bought in to. These principles will act as a decision making framework, with exceptions only through corporate director level agreement. — Greater clarity around information governance driving a more strategic approach to information sharing data and a culture of 'information coaching. — Making greater use of and partnerships with the voluntary sector through taking on a greater role in community coordination — Take a greater role in the local government sector, appreciating the scale of BCP Council, to help define good practice and share information 	<ul style="list-style-type: none"> — Clearer corporate accountability as a result of clear, jointly agreed and adhered to set of strategies and principles — An improved approach to information governance will encourage greater collaboration internally and externally, ultimately driving improved outcomes.

High level future systems architecture and principles

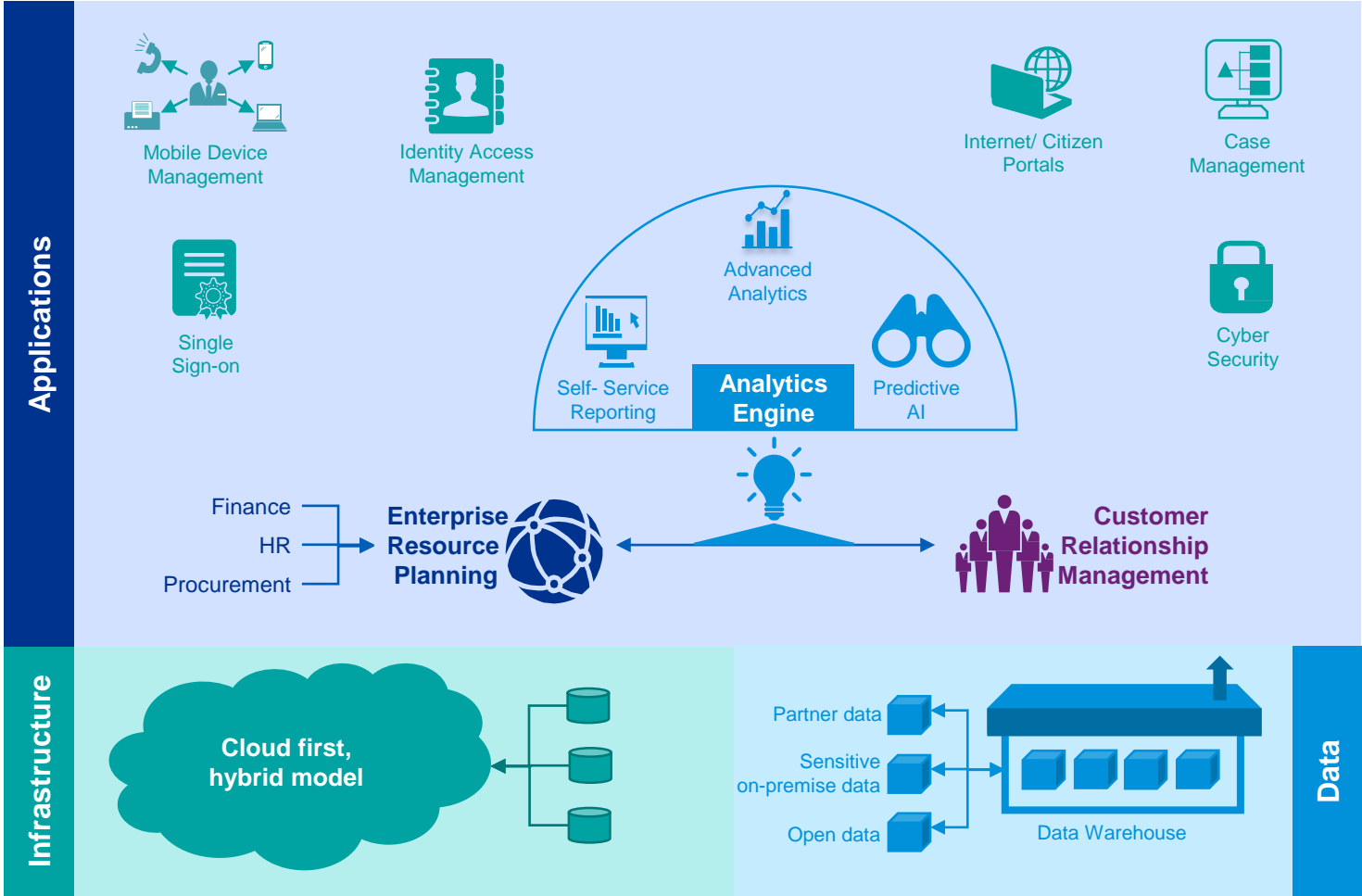
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The diagram opposite outlines the high level future systems architecture. It assumes a consolidated IT estate and improved system interoperability.

Further work is required to fully define the enterprise architecture. Core principles proposed include:

- A cloud first approach, using on-premise solutions when absolutely needed.
- Rationalise Enterprise Resource Planning (ERP) modules to a single supplier unless there is a core business reason to not do so.
- A single, consolidated Customer Relationship Management system to manage records and better integrate data.

Additional capabilities outline what will also be required to realise ambitions around staff tooling and customer access. These are not exhaustive but provide a high level view of the system requirements required to transform BCP Council's IT estate.



The proposed operating model

Check back to the design principles (1)



The design principles have been the key driver behind the development of the operating model.

Following development of the high level operating model it was important to carry out a check back, to confirm that all design principles have been met.

These two pages provide commentary on how the new proposed operating model aligns to the design principles.

Design principle	Assessment of proposed operating model against design principles
1. Empowering communities to co-design and deliver services, with citizens taking responsibility for their own outcomes	<ul style="list-style-type: none"> — The model emphasises the need to create a culture of community resilience through co-ordination and signposting of activities to promote the independence of citizens and enable them to solve problems. — During detailed design there will need to be further consideration of the best way to empower communities to design and deliver services.
2. Putting the customer at the heart of our thinking to provide timely and responsive services	<ul style="list-style-type: none"> — Customer contact will be streamlined, intuitive and self-service where appropriate. Customers will have access to real-time information via an online account, and retain access to support via phone and/or face to face, where necessary. — Data and insight capabilities will enable holistic understanding and assessment of customer requirements, enabling data-driven decision making to integrate services and address the root cause of customer issues.
3. Creating a culture and estate that support our work being done in the best place and time	<ul style="list-style-type: none"> — The operating model is consistent with the BCP Council's people strategy which places focus on celebrating success, inspiring people, delivering potential and high performing teams. — Flexible and more agile ways of working will be supported via digitally enabled service delivery and data and insight capabilities, as well as through the supporting estates strategy placing focus on greater collaboration via multi-disciplinary spokes — Leadership and governance will support and enable the change by defining the parameters in which people operate.
4. Intervening as early as possible to manage demand and improve outcomes	<ul style="list-style-type: none"> — Data-driven insight will enable an holistic and forward-thinking approach to customer assessment, supporting early engagement to drive intervention and reduce escalation of requirements. — Digital tooling and integrated systems will support engaging early through accurate and real-time data sharing. The model embeds a multi-agency partnership approach to support a more holistic understanding of the customer and their interactions with services.

The proposed operating model

Check back to the design principles (2)



Overall, BCP Council's proposed future operating model completely aligns to the design principles and reflects the emphasis placed on these during the development of the model.

The design principles will continue to be vital during the detailed design phase. Governance will need to ensure that decisions are made which continue to reflect the spirit of these principles.

Design principle	Assessment of proposed operating model against design principles
5. Constructing strategically integrated systems and digital tools, using data to create knowledge and insight	<ul style="list-style-type: none"> — An IT Centre of Excellence and a more clearly defined IT Strategy will support a more integrated set of systems and tools, enabling more sharing of data and insight between teams. — A single version of the truth will provides an holistic view of the customer, with proportional access provided to officers in order to use insights to address root causes rather than symptoms. — Data and insight will be used to identify risks and triggers earlier through joined up systems and investment in cross-council analytics capabilities.
6. Building and resourcing an environment for innovation, learning and leadership	<ul style="list-style-type: none"> — Leadership and governance underpins the model in order to support and enable the culture change required to support innovation. — Centres of Excellence are hubs for innovation, driving best practice thinking to support the whole Council. Within Centres of Excellence, Business Partners will have responsibility for encouraging and sharing best practice. — Greater data and insight capabilities will provide the basis for measurable outcomes that will encourage and enable more informed and progressive decision making.
7. Choosing the most appropriate delivery model for each service	<ul style="list-style-type: none"> — The model will drive greater integration in the way that services are planned and supported, but recognises that a different delivery model will be appropriate for different services. — Data and insight will enable better tracking of outcomes and help to determine appropriate service delivery models.
8. Leading and collaborating with partners to deliver better outcomes and efficiencies	<ul style="list-style-type: none"> — Partnership working is recognised as being fundamental to the model, particularly in service delivery, early engagement, complex assessment and community empowerment and resilience.



Financial impact of the proposed model

Financial impact of the proposed model

How the financial impact has been quantified

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The financial impact of implementing the proposed operating model has been analysed based on the understanding of the current state and consideration of potential benefits from the changes in ways of working. Best practice and examples of benefits achieved by other organisations, including other local authorities, have been considered.

Ranges of costs and savings are approximate at this stage, in advance of more detailed design work. This section considers current and future revenue expenditure and excludes capital expenditure and implementation costs, which are included in the following section.

Summary of financial impact

Programme of change	Baseline (£m)	Benefit range (%)	Estimated benefit (£m)	
			Low	High
Customer Contact	60.2	13% - 19%	(7.9)	(11.6)
Service Redesign	42.7	8% - 12%	(3.4)	(5.1)
Enabling Functions	41.0	9% - 14%	(3.9)	(5.8)
	144.0	11% - 16%	(15.2)	(22.6)
Third party spend	293.5	4% - 7%	(10.7)	(19.8)
Cost recovery	(128.8)	0.6% - 1.2%	(0.8)	(1.5)
Benefit			(26.8)	(43.9)

FTE impact

Full time equivalent (FTE) impact has been calculated using the activity analysis FTE numbers and costings, as the baseline.

In the table above the benefits are shown by programmes of change. This reconciles to the split by process layer within the Whole Council Framework.

Third party spend

Following the review of third party spend, the potential opportunity for the Council has been calculated. This has taken into consideration the current cost base and experience of savings that can be achieved through efficient and coordinated management of third party spend.

Cost recovery

The cost recovery analysis considers the current recovery of income the Council achieves. Further analysis considers the current position and opportunities for the council in terms of strategic income management and consolidation of fees and charges.

Impact on FTE effort

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The table opposite provides a summary of the Full Time Equivalent (FTE) impact aligned to the Whole Council Framework layers, achieved through the suggested programmes of change on the previous page.

The third party spend and cost recovery suggested programmes of change do not have FTE effort from the Whole Council Framework aligned to them.

Impact of proposed model by process layer

Whole Council Framework Layers	Benefit range (%)	Current		FTE movement		Estimated benefit (£m)	
		FTEs	Costs (£m)	Low	High	Low	High
Customer Experience & Engagement	13% - 19%	1,664	60.2	(220)	(321)	(7.9)	(11.6)
Service Delivery	8% - 12%	1,391	42.7	(111)	(167)	(3.4)	(5.1)
Enabling Processes & Functions	9% - 14%	946	41.0	(90)	(134)	(3.9)	(5.8)
Benefit	11% - 16%	4,001	144.0	(421)	(622)	(15.2)	(22.6)

The following pages provide more detail on the saving ranges. They also provide details on the baseline, opportunity drivers for improvement and evidence for the opportunity drivers. There is a page for each of the suggested programmes of change:

- Customer Contact
- Service Redesign
- Enabling Functions
- Third Party Spend
- Cost Recovery

Customer contact

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Baseline

- Contact centres face to face: c 77,000 p.a.
- Contact centres calls: c808,000 p.a.
- Non contact centre calls: estimated c3m p.a.
- **TOTAL Contacts – c4m p.a**
- Public sector benchmark estimated cost per call: £2.83
- Public sector benchmark face to face cost: £8.62
- Total expected costs for customer contact based on Public sector benchmark : £11.4m
- Actual BCP Council costs for citizen engagement: £13.4m
- Actual BCP Council costs for citizen experience and engagement: £60.2m

This lack of reconciliation between the public sector benchmark estimates and activity analysis findings suggests fragmentation in first customer contact events.

Opportunity drivers for improvement

- Simplified, intuitive and accessible front door with the majority of contact through digital self-service
- Automated rules-based assessment through self-service
- Creation of Data and Insight capability enabling greater focus on early intervention
- Online account with single view of the customer enabling holistic assessment of needs
- Strategic approach to gathering, managing and sharing data across staff, partners and customers
- Agile working opportunities enabling greater flexibility
- Integrated and streamlined systems

13%-19% savings across process layer (£7.9m – 11.6m)

Consisting of:

- 25%-35% in customer contact excluding social care referral and assessment
- 4%-8% in social care referral and assessment
- 3%-5% reduction in (Service Planning, Quality & Safeguarding and Commissioning)

Evidencing opportunity drivers

The core opportunity drivers in this layer relate to shifting customer contact channels, rationalising disparate resources who are undertaking the exercises and reducing demand through better signposted and designed self service capabilities and platforms – evidence of successful deployment of this type of approach and the expected savings are articulated by:

- **Council A** achieved a 65% decrease in average cost per enquiry through a 70% uptake in digital self-service, taking the average cost of contact from £5.90 to £3.84. It has a population of c250k. Applying a 65% reduction only to the cost of citizen engagement, BCP Council could potentially achieve a saving of £4.6m. Other processes such as referral and assessment and payment and funding would also be positively impacted by this.
- **Council B** has a population of c200k and a revenue budget of £140m. It approached customer contact through large volume contacts being digitised. They achieved £1.7m of savings on a revenue budget of £140m. When they started they already received proportionately lower telephone (250,000 to contact centre) and face to face contacts (27,000) than BCP Council.
- **Council C** has a population of nearly 700k. Its current customer support and management costs are £62m and through it's operating model redesign they have identified a reduction of 24% which equates to £15m. Their key drivers to achieve this is through consolidation, single view system and digital enablement within the function. Applying this reduction to BCP Council's spend on Citizen experience and engagement would achieve £14.48m of efficiency savings.
- **Council D**, working with their local NHS Trust, have provided digital tools and digitised assessments to health visitors and early help workers. The impact of this improved tooling saw up to 20% (118 minutes per day) per day in productive time returned to workers, on top of the richer intelligence that was created to drive analytics and improved targeting of support and impact analysis of different intervention approaches.

Service redesign

Baseline

The full cost of this layer of activities to BCP Council is £42.7m according to the activity analysis findings and related salary and on-costs.

8% - 12% savings across process layer

(£3.4m – £5.1m)

Drivers for improvement

- Creation of Data and Insight capability to support early intervention and a data driven targeting of needs
- Digital tool enablement
- Strategic approach to gathering, managing and sharing data across staff, partners and customers
- Improved signposting of community activities to reduce the most damaging outcomes
- Greater back-office support through Centres of Excellence
- Consolidation of effort within teams and across partners
- Agile working opportunities enabling greater flexibility
- Integrated and streamlined systems
- Service redesign to optimise technological development

Evidencing opportunity drivers

The core opportunity drivers in Service Delivery relate to the enablement of staff through more efficient digital tools; the use of data and insight to better target support; and understanding what works to reduce demand further upstream. In addition, the value of an easily accessible, consistent and accurate 'single view of the resident will improve the quality and efficiency of services through more holistic support being provided in the right way and at the right time.

- **Council E** digitised bin collection service, saving 3.5% in cleansing services alone, totalling £1.5m over 10 years. This was achieved by shifting 58% of demand to online self-service. The impact of undertaking this kind of exercise as part of a more corporate approach to digital self-service could see these channel shift rates and savings extend further as it is easier and more commonplace for citizens to adopt online access and reporting of need to services.
- **Council F** created a 'professionals portal' as part of their Family Front Door initiative, drawing information together across departments and partners to create a single view for a select cohort. This saw an initial round of savings of £75,000 annually, through reduced time developing case files and building evidence. Indirect benefits of better support and evidence based decision making have also helped to drive earlier intervention and reduce the number of residents requiring further support following an intervention.
- **NHS Trust A** introduced KPMG's Operational Excellence methodology as part of wide scale service transformation to create a culture focused on continuous improvement and sustainable change. In aligning goals and empowering frontline teams to own and drive improvement from the 'bottom up', The Trust repaid £21m of legacy debt and reduced agency spend by 26%. Through the training of 200 staff in improvement methodologies, more than 32 wards are carrying out daily continuous improvement activities which has seen benefits such as 30% reduction in patient falls and 3 hours saved per ward manager in using the management system.

Enabling functions

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Baseline

- BCP Council costs for enabling processes and functions: £41.0m
- BCP Council costs excluding Legal and Communications: £36.2m

	Finance	HR	IT
Activity	135.5 FTE (£5.8m)	102.0 FTE (£4.6m)	154.7 FTEs (£6.3m)
Primary activity	87 people	37 people	143 people
Top 25% public sector benchmark	39 FTEs	17 FTEs	73 FTEs
Median public sector benchmark	65 FTEs	25 FTEs	121 FTEs
Reduction to achieve top 25%	48 FTEs (£1.7m)	20 FTEs (£0.7m)	73 FTEs (2.8m)
Reduction to achieve median	22 FTEs (£0.9m)	12 FTEs (£0.5m)	22 FTEs (0.9m)

Drivers for improvement

- Creation of Data and Insight capability to support early intervention and a data driven targeting of needs
- Digital tool enablement
- Strategic approach to gathering, managing and sharing data
- Improved signposting of community activities to improve outcomes
- Greater back-office support through Centres of Excellence
- Consolidation of effort within teams and across partners
- Agile working opportunities enabling greater flexibility
- Integrated and streamlined systems
- Service redesign to optimise technological development

**9% - 14% savings across process layer
(£3.9m – £5.8m)**

*Consisting of:
10%-15% fall in enabling functions excluding Legal*

Evidencing opportunity drivers

The most significant opportunities within Enabling Processes & Functions are around self-service, automation and rationalisation of IT and physical estates – all of which can help to overcome the causes and results of fragmented working practices.

- **Council G** reviewed their HR support function and achieved savings of 10% as a result of improved self-service functionality for managers and a further 15% efficiency saving in the HR function. This has contributed to their overall savings in excess of £200m for enabling processes and functions. Its population is c520k, with a revenue and 18,000 staff including schools.
- **Council H** change programme achieved £15.1m through reconfiguring its back office functions and reducing head count by 600. It has identified a further £3.5m of savings for the second phase of the work. It's population is c330k and 8,000 employees.
- **Council I** has redesigned its operating model to include corporate 'core.' The corporate 'core' design has achieved £5m of savings. Its population is c190k and has 3,566 employees.

Third party spend

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The Council has not yet adopted a single approach to managing third party spend. For example, there is no single contracts register for BCP Council or a standard Category Management approach.

The ability to realise savings in the short, medium and long term can be expedited through the strategic management of its third party spend.

Consolidating duplicated spend areas and re-evaluating the priority spend areas will support the delivery of savings in this area.

Cost Base

- Total third party spend for BCP Council: c£400m
- Addressable third party spend: c £290m
- (excluding capital, pension contributions, Education and Inter-BCP Council spend)
- Addressable social care spend: c£160m
- Addressable other spend: c£130m

Drivers for improvement

- Increased purchasing power from economies of scale, achieved through:
 - Contract rationalisation as a result of the three preceding councils' supplier agreements
 - Contract renegotiation to lower unit costs through increased total service demand
- Clearer corporate policies and protocols around third party spend
- Procurement panels for managing ad-hoc, lower level spend
- Improved demand and outcomes data to:
 - Forecast demand to reduce reactive spend
 - Assess outcomes to manage contracts and keep to SLAs

4% - 7% of controllable third party spend (£10.7m - £19.8m)

Consisting of:
5-9% for third party spend excl. social care
2-4% for social care third party spend

Evidencing opportunity drivers

The core opportunity drivers that can be realised through transforming third party spend within the Council are around the development of a central procurement and spending policy, which is adopted throughout the organisation and embedded into ways of working, including category management.

When undertaking work to support the transformation of procurement functions and third party spend operating models, KPMG has typically found sustainable cost reductions of 6% - 9% for indirect costs and 3-4% in direct costs for the public sector.

KPMG's work across the private sector has driven third party spend efficiencies of between 9 and 22%, in such organisations as power generation, telecoms, energy provider, transport and food retailer.

- **Council J** has focused on reducing its third party spend and over a period of 2 years achieved nearly £5m of savings. With an expected addressable third party spend of c£150m. Equating to 3.5% of savings. They have implemented an commissioning and procurement model which continues to drive percentage savings.
- **Council K** have implemented a category management approach for their third party spend, in the first few years achieving £18m from their £380m addressable spend, equating to 5% of saving. They continue to target these percentage of savings.

Cost recovery

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As BCP Council is already a strong performer with respect to cost recovery, being above the UK average in most areas, only minimal increases in revenue are anticipated for the future.

While few gains can be achieved by aligning to unitary average recovery positions, there are some high recovering unitaries that could be used as exemplars if BCP Council sought to go further.

If it does, transparency is critical to ensuring equity. A good example of ongoing reviews and management of fees is West Sussex, whose annual report provides a transparent breakdown of all changes and charges, explaining the rationale and the basis for it, including whether it is a statutory charge, cost recovering or exceeding cost recovery.

Cost Base

Taken from Revenue Outturn 17/18 returns:

- BCP Council total service expenditure: £369.2m
- BCP Council total fees and charges Income: £70.6m
- BCP Council other income: £58.1m
- BCP Council total income: £128.8m
- BCP Council average recovery: 19.1%
- UK average recovery: 15.8%*

**Different reporting approaches are taken by UK Councils for Revenue Outturn returns.*

Drivers for improvement

- Improved equity for residents, ensuring those that call upon non-critical services contribute to their payment rather than subsidised by the wider public purse.
- Consistency of service and approach across preceding councils through an updated fees and charges register.
- Reducing the amount that must be cut from a service can help ensure it remains fit for purpose and can partly fund investment and innovation for improvements.
- Improved reporting data around both outcomes and cost will naturally allow for a fairer cost recovery approach.

0.6%-1.2% of total income (£0.8m - £1.5m)

Evidencing opportunity drivers

Councils have been approaching income management in a more strategic way over the last 10 years. With Councils introducing income management principles and strategies. The rationale for this is building a more commercial approach and ensuring that active decisions are made in relation to service subsidisation.

A number of local authorities, such as Swindon Borough Council, Powys County Council and London Borough of Barnet, have Income Management/Service Cost Recovery Strategies and have been implementing sustained improvements in their cost recovery position over many years.

BCP Council already performs highly against the average service cost recovery position, based on the revenue outturn analysis, but there is the potential to improve, as it does not have a single fees and charges register or common way for calculating cost recovery, although the Council could potentially use the Financial Toolkit that has been developed.

A number of approaches can be used to increase income from cost recovery approach, such as: Increases in fees and charges; simplified and consistent concessions; and improving traded services. Equally, reviewing processes to ensure that recovery of current fees is improved, such as payment upfront which can help facilitate faster and improved payment uptake without influencing fees levels and result in improved cost recovery overall.



Implementation planning

Implementation approach considerations (1)

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The Council will be embarking on a large programme of transformational change to achieve the optimum model of delivery for its c400,000 citizens.

The achievement of this transformational change programme will be assessed on the outcomes the Council achieves and the approach it takes to delivery.

Any programme of change requires effective programme governance, leadership commitment and change capacity and resources to deliver – BCP Council's change programme is designed to move at pace, to not lose the opportunity of securing a new culture and ways of working as a result of the Local Government Reorganisation.

10 requirements for Programme Design



Mobilisation

A robust mobilisation process will be required to ensure the programme is set up correctly.

Careful planning is required, as the Council has limited resources and will not be able to sustain concurrent requests for specialist enabling, customer and service resources. Similarly service areas' capacity to embrace change will be depleted if there multiple changes impacting them in the same time frames.

The cultural change the Council is aiming to achieve can be enhanced or hindered by the programme implementation approach.

There are 10 key areas for effective programme design. An approach to each of these will need to be defined during the mobilisation phase and maintained by the programme team throughout the programme.

Total Council Transformational Change Programme

- Customer Contact
- Service Redesign
- Enabling Functions

Ongoing Council Change Programmes

- Pay and Reward Review
- Service area re-structuring and interim design implementation

Continuous improvement



Programme of Change

There are three distinct layers of the operating model that require transformational change: customer experience and engagement, service delivery and enabling functions and services.

These need to be carefully managed; however they will not operate in isolation, with many service areas undergoing restructuring and a Council Pay and Reward review.

In addition, the Council does not want service areas and employees to wait for the transformational change. Continuous improvement is a key element identified in the People Strategy.

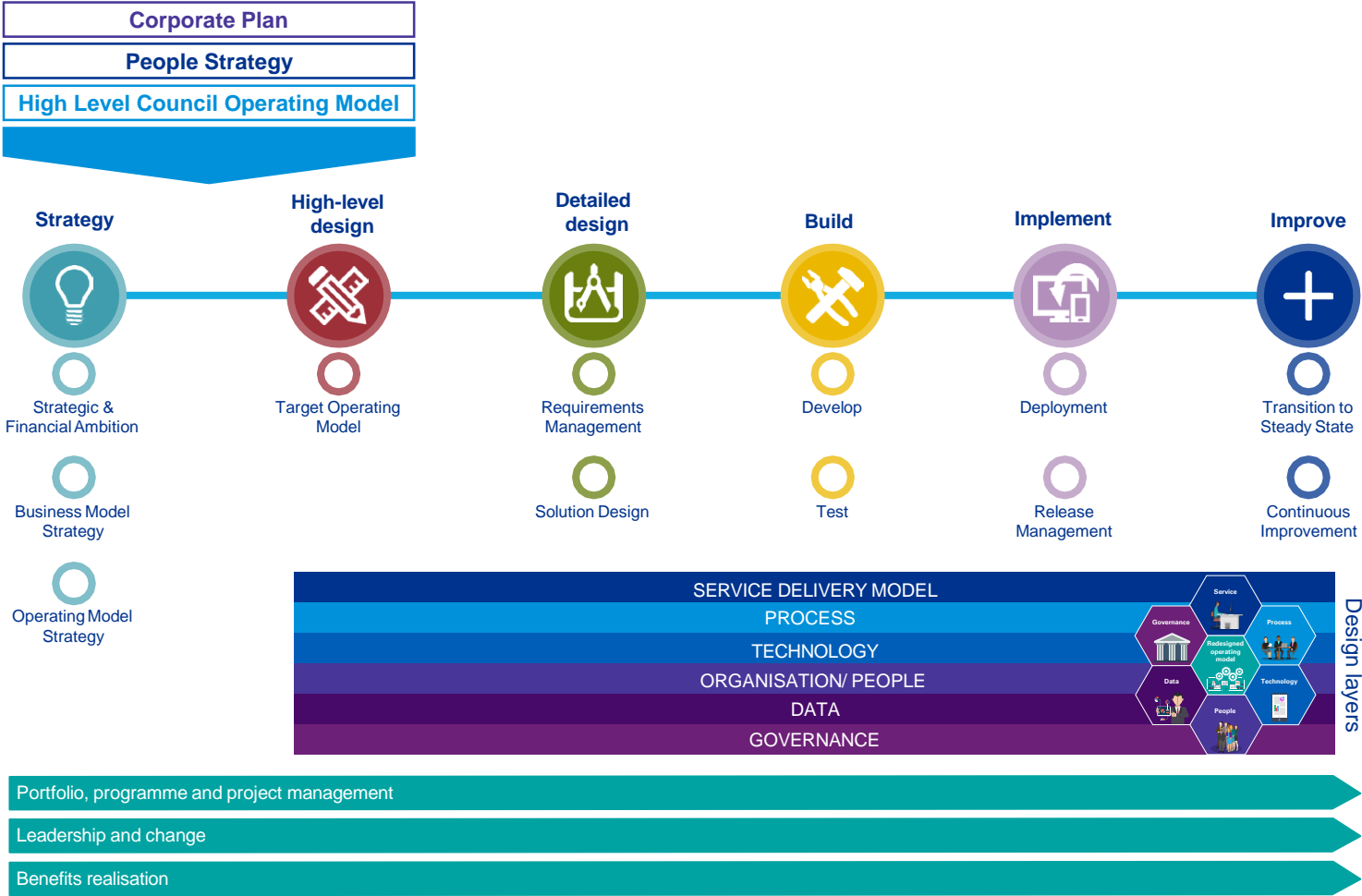
Implementation approach considerations (2)

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The transformational change programme requires a common high level approach. This allows for better understanding, communication, accountability and skills transfer.

The Council has already developed it's corporate plan, people strategy and high level Council operating model. These provide the framework for all future designs, builds and implementations.

Further implementation planning is required to ensure the Council has sufficient resources to deliver and that change overload is not experienced by the Council's delivery teams.



Estimated implementation costs

Estimated implementation costs

Type of cost	Amount (£m)
One-off	20.5 – 29.5
Ongoing	4.8 – 7.1

Assumptions:

For the basis of these investment costs the following has been assumed:

- One-off costs include both capital and revenue expenditure.
- 7% annual turnover of staff, meaning that in all work streams FTE reductions can be achieved through staff turnover within 3 years.
- Redundancies could need to be made to more rapidly implement the operating model.
- Information technology, programme management office, human resource and finance, customer management, communications, data and analytics and service staff supporting.
- A significant programme of work has already been completed or will be completed within this financial year on the supporting system infrastructure and desk top replacement of hardware.
- Cost categories include systems and supporting infrastructure purchase, systems licences, workforce redundancies, workforce capacity and implementation support.
- There will be a deduction in the number licences required and costs associated with decommissioned systems.
- There will be an uplift in the licence costs required overall.
- Implementation support will be required for business and system changes.
- All implementation costs relating to estates have been excluded.

The investment required to achieve the operating model and its associated benefits are dependent on the choices the Council makes in to relation to the implementation approach, resourcing and systems. These choices also directly impact the savings and when they can be realised.

This report aims to consider the range of potential investment costs to inform the Council's choices on implementation.

Indicative benefits and investment profile

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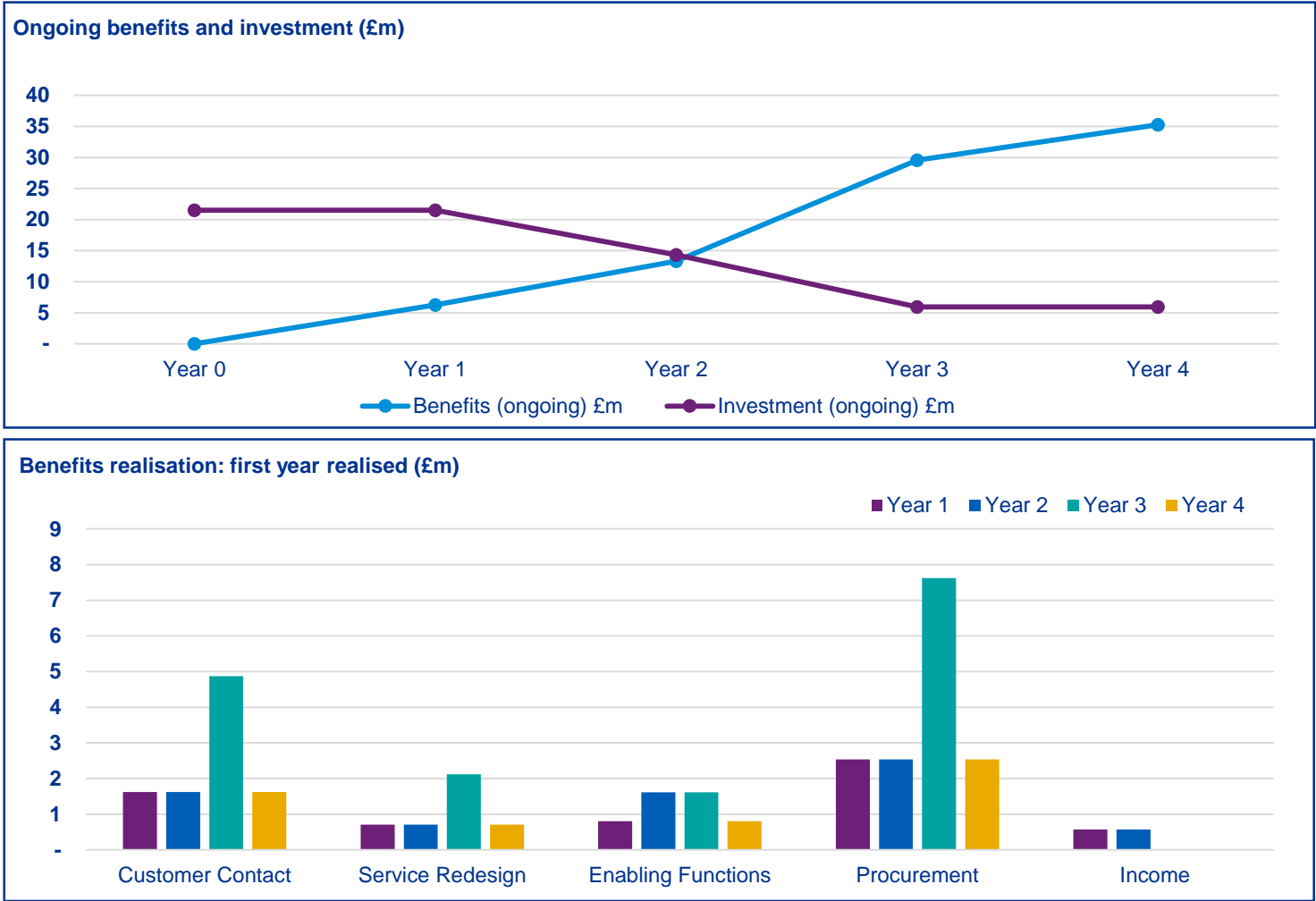
The graphs on this page outline the estimated benefit and investment profile over a four year period.

This profile is based on a rapid implementation profile and consideration will need to be given to the Council's ambitions to move at such a pace. The benefits and investments are achievable over a longer time frame. This needs to be balanced with the potential to lose momentum and change apathy.

Investments initially exceed benefits, but from Year 2 it is forecast that benefits begin to exceed ongoing investment.

Investment figures include all capital investments (excluding estates), one off revenue investments and ongoing revenue investments.

The benefits calculated do not include any capital receipts that could be achieved. Therefore all benefits shown would permanently reduce the revenue budget.





Appendix 1:

Proposed operating model elements

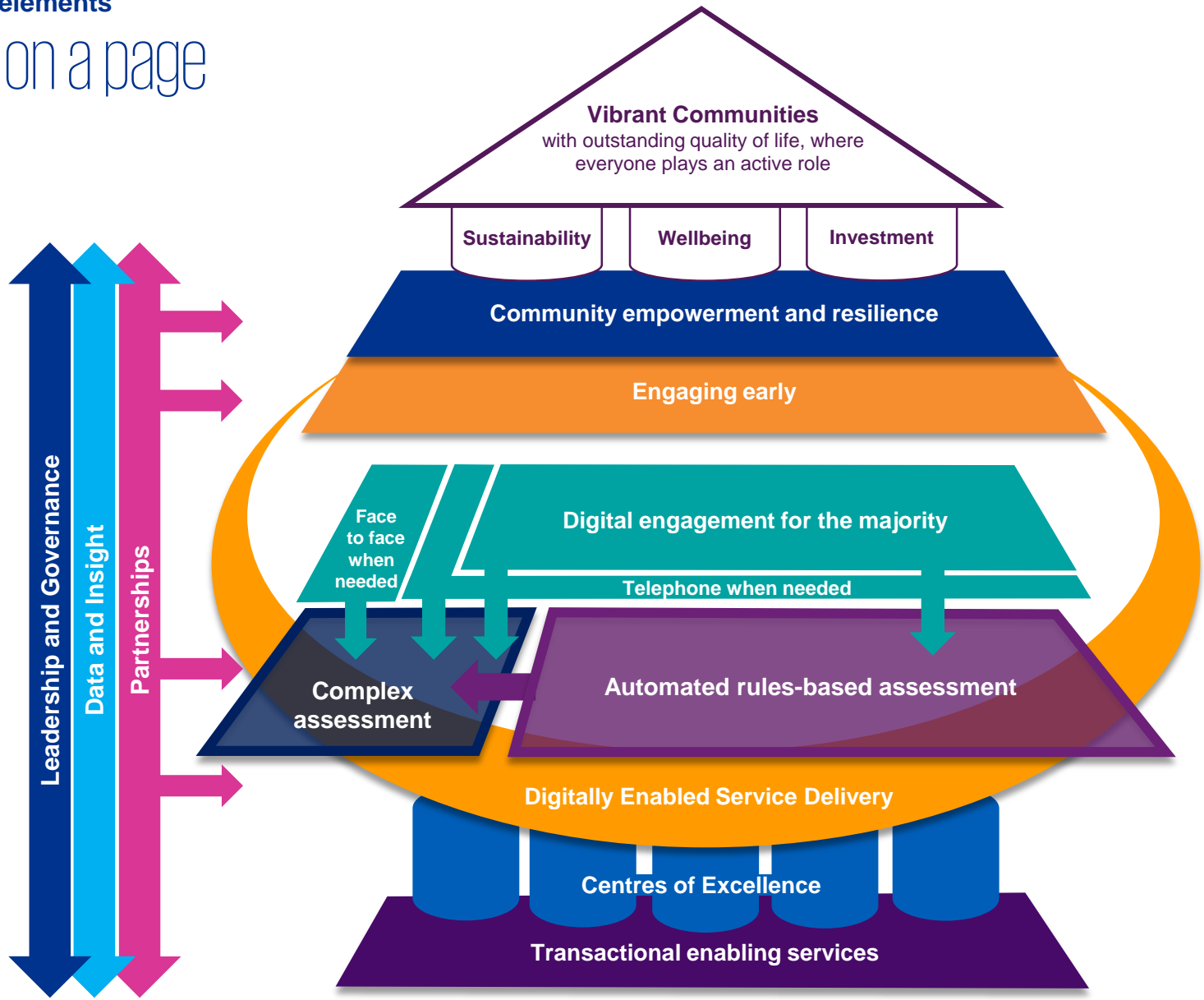
Operating model on a page

This graphical representation of the operating model is designed to enable a common understanding of how BCP Council will operate in the future as one combined organisation. It shows the key elements of the new model and how they interact. Each element of the model has been defined on the following page, and in more detail in the Appendix.

The operating model is designed to deliver BCP Council's Corporate Plan, the core objectives of which are set out above the model.

The following pages provide a more detailed description of BCP Council's proposed future operating model.

For each element of the operating model there is a description, areas of agreement and considerations for the detail design phase.



Community empowerment and resilience



Description	<p>Building community empowerment and resilience will reduce demand for council services through a partnership based approach to prevention and a focus on building community resilience. The approach will be supported by data and insight to help the council understand its communities and enable targeted decision making.</p> <p>A more supported, coordinated and better signposted suite of community activities and groups for a variety of ages, capabilities and interests will encourage greater participation and stronger local networks for citizens to rely upon.</p> <p>These community structures (coordinated and supported by the council, but not managed) will also provide opportunities to identify risk indicators of those who are likely to need support and to direct them towards other community based prevention services – before they present at the front door and some of the more damaging outcomes have already started to take hold.</p>
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Areas of agreement	Considerations for detailed design phase
<ul style="list-style-type: none">— Greater coordination of community assets and activities is fundamental to building tighter personal community networks which underpin greater independence, resilience and wellbeing.— The council should seek to nudge those who are presenting with low risk need or are at risk of doing so towards preventative community activities.— BCP Council must make greater use of community networks in flagging risk indicators to drive identification of those in need of earlier engagement with wider services through better reporting and data sharing.— A new way of working will be required for the Council to see itself as an enabler and a facilitator rather than always the service deliverer.	<ul style="list-style-type: none">— How can BCP Council build better strategic planning and engagement channels with the third sector?— The extent of council involvement, ranging from a coordinating and signposting role to actively build capability into the community sector?— If taking an active role in building capability into community service provision, should the council commission services from a third party or increase internal capability and the scope of its efforts in supporting local businesses?— To what extent, both legally and ethically, should data be shared between the Council and community stakeholders for holistic view and early intervention purposes?

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Engaging early



Description

Engaging early will be critical to reducing service demand to sustainable levels. BCP Council will seek to engage with citizens and place based concerns before more significant issues arise and costly interventions are required. This aims to reduce the number of residents needing to access the front door and supporting greater independence.

The ability to identify cases where earlier engagement is beneficial will be achieved through a more data driven approach, with insights driven better understanding local risk indicators and simplifying reporting lines from the community.

Earlier interventions will vary in complexity and effort, from identifying prospective future need to maintaining community spaces to create a sense of belonging. Activities will be pushed back out to communities where appropriate and to more targeted services when required.

Areas of agreement

- A more joined up and holistic approach to identifying need earlier, through data driven insights and better sharing of information.
- When making decisions, practitioners need a 'single-view' of the citizen to make the right decision regarding their support.
- Early intervention should be driven through a multi-agency process, ensuring support is addressing root causes and not individual symptoms.
- Using data and analytics to understand what early interventions are most effective to direct effective service application, transformation and commissioning decisions – this also requires better data capture of outcomes and intervention.

Considerations for detailed design phase

- For more complex cases, how can multi-agency responses be coordinated? A dedicated case-worker? Multi-agency response planning meetings? An agreed set of standard protocols to standardise and streamline responses?
- Which partners and what mechanisms are BCP Council seeking to use to gather risk indicators and flags to prompt early intervention discussions?
- How far are BCP Council willing to go in terms of risk assessing and profiling citizens to predict need and offer support?
- Do BCP Council want to actively push service information to citizens when their circumstances change? Can BCP Council notify other connected services?

Customer contact



Description

Customer Contact will focus on providing residents with: self-service capabilities, intuitive guidance and information signposting; greater consistency; and more timely solutions through a more automated and digital front-door.

A push towards digital channels and self-service to will contribute to a reduction in the number of phone and face to face contacts made to the council, as well as the number of ‘no further action’ assessments undertaken as citizens who are not at risk will have better information and self service options, rather than needing support to navigate the system manually. Citizens will also be able to track the progress of current applications and service stages.

Community spokes will allow staff working in the community to reduce travel time between the central Council hub and their locality of focus to maximise productivity and presence in the community.

Areas of agreement

- Contact will be through digital means for the majority of customers and then telephone and face to face as required
- Following initial contact, a number of customers will be provided with relevant information to be able to self-serve or receive support in the community, aiming to achieve improved outcomes whilst also reducing pressure on Council services.
- Data required, beyond what is currently held in a single view, will be collected once at an early stage of engagement to inform responses
- Customers will require an account, on which their data will be visible in a single view, ensuring accuracy and tracking status of their services
- The online account will be used to enable self-service, personalised to each customer, and providing clear information intuitively

Considerations for detailed design phase

- What will the Council manage its front door / contact centre? How will the different services connect into it?
- How committed will BCP Council be to mandating a digital engagement channel unless by extreme exception?
- Should BCP Council have one single CRM system or integrate a number of individual systems?
- What will community spokes look like? What locations will they be in? What customer services will be available there and how do you access them?

Automated rules based assessment



Description

BCP Council will seek to provide a customer experience shift towards a more consistent, light touch and self service based approach for rules based assessments to save time and allow customers to access services when they want.

Working alongside a more digital front door, rules based assessments which rely on little specialist interpretation that feed in to rules heavy processes means not only that the process is more efficient for the council, but that delays in referrals and wider service delivery processes can be drastically reduced – streamlining the experience for the customer.

To be clear, this does not mean that those at risk will be left unsupported without specialist expertise, but rather those that are seeking access or testing eligibility for some services can be pushed through the system at greater pace, creating capacity for those in need.

Automated rules based assessments will include both statutory and non-statutory assessments.

Areas of agreement

- Do not just digitalise processes, but re-assess and constantly refine to ensure they are fit for purpose and maximise the opportunities.
- Co-producing objective assessments with partners and citizens must be at the heart of the design process.
- Opportunities to integrate processes and information with other council services to identify need early should be designed into the solution.
- Automated assessments will be digital first and accessible 24/7 when objective outcomes are the result.
- Single verification for the user, removing the checking element, means trusting the user to complete the assessment truthfully.
- While there should be a single system underpinning this, the front end interface does not have to be the same brand and council website – fit to the user's expectations (resident vs tourist vs business).

Considerations for detailed design phase

- Which assessments can be automated? What are the priority areas for automation?
- What are the thresholds that determine whether an assessment becomes automated?
- How committed should the Council be in mandating the use of self-service and digital channel for those that would prefer not to?

Complex assessment



Description

In many cases BCP Council will need to undertake more complex assessments to support and guide those with more complex requirements toward the services and help that they require through a multi-agency approach, with interventions and decisions made based on a clear evidence base.

A multi-agency approach will consist of a number of characteristics, facilitated collaboration through shared working spaces or facilities to hold video conferences; shared data and insights concerning residents or infrastructure underpinned by improved sharing mechanisms and a single source of the truth; a simplified experience for the customer with minimised handoffs; and a commitment to tracking outcomes and analysing intervention efficacy to improve responses.

Complex assessments will include both statutory and non-statutory assessments.

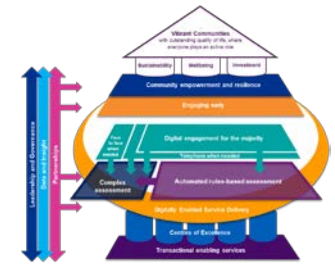
Areas of agreement

- There must be a coordinated and collaborative multi-agency approach to carrying out complex assessments and planning joint responses where required.
- Dedicated space or facilities, through mobile working environments in community spokes or video conferencing and secure spaces should be available to facilitate multi-agency meetings.
- Data sharing should be accurate and consistent for making decisions, with reports capable of amalgamating data from several sources.
- Data sharing should include information on practitioners too, such as diaries and contacts to facilitate coordination of multi-agency meetings.
- Greater commitment to collecting and sharing outcomes information to inform future assessments and refine response planning.
- Hand-offs while moving through the process should be minimised.
- Staff should feel empowered to make decisions when appropriate.

Considerations for detailed design phase

- What are the thresholds for what constitutes a complex assessment and at what point should a multi-agency group be convened to respond?
- Should partner systems be integrated to allow constant access or a shared platform or database created that sits across partner systems?
- To what extent will BCP Council seek to increase co-location with partners?

Digitally enabled service delivery



Description

Digitally enabled service delivery will consist of the wide range of services currently being delivered across the five directorates of BCP Council. Services will be designed with the customer in mind, making use of best practice such as digital tooling; a shift toward prediction and prevention; and data driven strategic decision making.

This shift in approach will seek to shift service delivery away from reactive and costly interventions and towards a more holistic, integrated approach of early interventions that deal with the root cause of resident needs. Equally, this could refer to more strategically minded approaches toward road maintenance, using data to take risk based decisions around where ongoing investment in service quality is best placed.

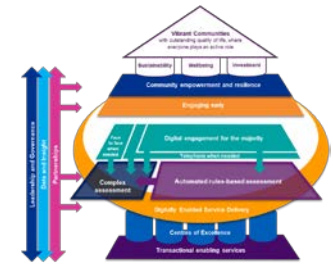
Areas of agreement

- Service delivery practitioners require a holistic contextual view of the issues they are addressing, be that the single view of the resident or integrated view of infrastructure.
- Mobile working on digital devices is key to ensure services are delivered at the right time and at the most appropriate location.
- A clear service charter, delineating the responsibilities of the council and its partners.
- Maintaining existing co-location with partners for multi-agency responses and planning is key to successful cultural shifts in working practices.
- Digitalised processes to reduce manual typing of data into systems and create information assets that can feed analytics exercises.
- Use data analytics to better target service delivery responses and support a clear commitment toward early intervention and prevention.
- Services must be embedded into the wider 'Smart Places' initiative, to take advantage of new digital opportunities and Internet of Things (IoT).

Considerations for detailed design phase

- Where is the line between the services the Council delivers, its partners delivers, and what citizens will be responsible for themselves?
- Do BCP Council need a mechanism to engage the public and test new service approaches if they risk being controversial?
- To what extent do BCP Council include partners and the community in the co-design of services whilst retaining statutory accountability?
- How can BCP Council coordinate with partners to maximise the benefits of data and digitally enabled services, either from an information governance or technological integration perspective?

Transactional enabling services



Description

There will be a one-stop-shop for internal staff to carry out basic transactional enabling activities such as finance budget reporting, performance management and staff on-boarding.

There will be a deliberate separation of these transactional activities that can be automated with more complex enabling tasks that require specialist support to maximise capacity for specialists and business partners to undertake more value adding activities.

Intuitive data visualisation tools, sitting on top of a streamlined and better integrated enterprise architecture will allow managers and decision makers improved insight to the problems they face – allowing them to make better decisions. Critically, the benefit of self service is the timely nature that decision makers are able to access real-time data and act upon it, overcoming issues such as under-capacity or demand bottlenecks for teams such as finance and HR at peak times of year.

Areas of agreement

- Opportunities to automate self service access for basic internal functions should be maximised.
- A shift in digital and data literacy of staff, supported by training where necessary, will be a key enabler ensuring the opportunity is fully grasped and self-service is adopted.
- Opportunities for transactional, less-local admin support will be explored and identified.
- Mandated shift towards automated services to build capacity in business partners and Centres of Excellence (CoEs) to carry out more strategically impactful work.
- With respect to HR, automated self services could include: staff recruitment, departure, performance management, travel/ expenses, personal details, management information, reporting and historical engagement and customer relationships.
- Service team will be treated as internal customers, applying the same principles that the customer contact staff apply to citizens.

Considerations for detailed design phase

- What is the organisation structure for transactional enabling services?
- Which processes should be included within transactional enabling services?

Centres of Excellence



Description

Centres of Excellence (CoEs) provide specialist and strategic support to those responsible for engagement and service delivery across the Council. CoEs will underpin the development of BCP Council strategies and help implement and embed corporate policies as the Council designs and refines its operating model and ways of working. Business partners, tied to specific service lines but reporting predominantly into their own function, will support the deployment of CoE resources help to translate business needs into functional requirements.

This allows CoEs to remain service agnostic, developing and sharing functional best practice in their approach while business partners representing different CoEs are able to come together to provide a multi-disciplinary problem solving approach with an appreciation for service requirements. This will help to ensure consistency of approach and support across the organisation as well as building the internal networks needed to develop a culture of innovation and collaboration.

Areas of agreement

- Centres of Excellence will support the strategic direction of the Council, reporting to senior decision makers and policy makers, with business partners acting as the conduit, to provide a corporate level view.
- Business partners will marshal the resources of CoEs with respect to service lines and strategic leads, acting as the broker between internal 'customers' and the advanced services and capabilities of the CoE, to provide strategic guidance or skilled design and implementation support for complex projects.
- Business partners and CoEs will be responsible for providing the expertise and managing engagement to continuously improve transactional self service capabilities related to their business functions
- A Finance CoE remit will include attracting inward investment; assessing large scale projects; evaluating new business models; and supporting new innovative commercial revenue schemes.
- A HR CoE will provide support facilitating large scale change management and problem solving around persistent issues and cultural inertia, as well as developing strategic policies and training change champions and advocates.

Considerations for detailed design phase

- The scope and capacity of business partner roles has not been agreed. It is assumed that they will include core enabling functions such as Finance, HR, ICT, Legal and Procurement. Business Partners could be deployed in other areas such as project / change management and data and analytics.
- What could a Commissioning CoE look like, and how can the right balance be struck between maintaining commissioning roles which are core to services (e.g. within Social Care teams) maintaining their core focus, whilst also being part of a community of interest, sharing expertise with commissioning colleagues across the Council?
- Once suitably mature, could BCP Council commercialise some of the services provided by CoEs to other councils and public sector organisations?
- How can business partners remain independent from services so that they can challenge and influence services where appropriate, rather than simply being facilitators of service requests?

Partnerships



Description

BCP Council will focus on how interactions with partners can be better aligned to improve customer experience, outcomes and efficiency of service provision through an integrated approach. It is recognised that the Council has a wide variety of strategic partners across its current directorates, all of whom will need to be engaged with for the Council to deliver its Corporate Strategy.

The role of partnerships in identifying at risk individuals will be critical, as they are currently, however processes for sharing data, raising flags and understanding interdependencies will play a more central role in the way the system as a whole defines need.

Equally, a multi-agency approach to early intervention and generic community based prevention and wellbeing services will shape a more consistent and holistic delivery of support once identification of need has been made. As part of this, tracking outcomes effectively across delivery partners also provides opportunities to test the impact of interventions and build stronger cases for change.

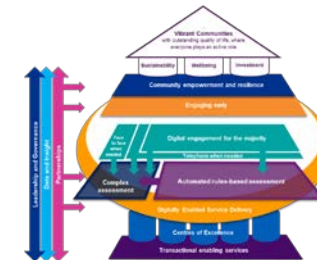
Areas of agreement

- Closer alignment with partners, integrating them into the delivery of services more effectively.
- Data must be shared more effectively across partners in order to maximise benefits and feed more advanced data analytics activities within BCP Council and across partners.
- Systems should be integrated with partners as far as practicable, conscious of legal and ethical considerations.
- Greater sight and appreciation of partners' own change programmes, with ability to input BCP Council objectives to drive alignment.
- A service charter that specifies what BCP Council do and do not do so that it is clear to staff and customers.
- A need to expand relationships with the voluntary and community sector.
- Co-location is a key enabler to partnership working and should be supported in the estates strategy.

Considerations for detailed design phase

- How do BCP Council engage with partners at the different stages of a customer's journey and incentivise collaboration?
- What is the scope of services that BCP Council deliver and where do partners' scope of services and responsibilities start?
- How do BCP Council integrate systems and data with partners?
- To what extent should BCP Council share data and restrict its access?
- How can BCP Council better manage partners in line with commissioning and procurement requirements, such as performance management and contract reviews?
- Where is the BCP Council civic space to engage and host partners to enable multi-agency responses to service delivery requirements?
- Should partner systems be integrated to allow constant access or a shared platform or database created that sits across partner systems?
- To what extent will BCP Council seek to increase co-location with partners?

Data and insight



Description

Data and insight underpins and enables all other elements of the operating model.

It enables data-driven early intervention services to be targeted and assessed. A clearer reporting process and approach aligned with partners will help to flag risk indicators, allowing the Council to build up a risk profile of individuals and personalise services.

In addition, data will be critical to assessing long term demand for support within the communities. In predicting pressing issues and gaps in service supply through complex forecasting models, the coordination of community assets and potential procurement of additional prevention services and capabilities can be better informed in a more timely fashion.

Areas of agreement

- Central capability is needed to carry out the complex analytics required to create the insights needed to support decision making and identify at risk individuals.
- Single view of the citizen required to develop a holistic response for early intervention that provides practitioners with the context required to addresses potential causes, not symptoms of risk.
- A strategic approach to gathering and managing data from partners and citizen touch points is required to inform early intervention and ensure effort is only expended to collect relevant data.
- Evidence based analysis of the impacts and efficacy of specific interventions will be key to shaping future approaches and potential procurement of additional community services and activities.
- A data comms strategy, telling the impact of early intervention and importance of risk flagging to internal and community stakeholders to build buy-in will be critical to driving cultural change.
- Self service dashboarding and data visualisation of service outcomes for reporting and service planning.
- Medium term forecasting insights are needed to inform issues of resourcing and team make-up, as well as long term view to inform transformation and procurement.

Considerations for detailed design phase

- Is there a Data Centre of Excellence (CoE), or is central data capability held within a broader team?
- Is a Data Centre of Excellence also responsible for Information Governance?
- What is the size and scope of the Data CoE? Should there be business partners with specific responsibility for data and analytics?
- How can BCP Council ensure alignment of data standards and reporting between partners? Which partners are to be prioritised given the number and complexity of partners?
- What degree of data sharing will take place between the Council and partners? Will BCP Council simplify reporting of risk flags for individuals? Use Master Data Management (MDM) to integrate partner data into BCP Council systems? Allow for partners to also view limited details from BCP Council systems too?
- Where is the ethical line and acceptable risk profile for early intervention, the analytical profiling of residents and the sharing of personal data between partners?
- What degree of centralisation of analytics skills should there be? What level of analytics expertise is required within delivery teams?

Leadership and governance



Description	Leadership and Governance underpins the whole operating model and is vital to ensuring that the principles of the single Council operating model are implemented and then maintained over time.
	Governance is particularly important for setting and enforcing the parameters within which the services operate, including determining what level of variation between services is acceptable.
	Leadership behaviour and role-modelling is also critical to embedding the BCP Council culture and People Strategy which will be required for the operating model to realise the potential benefits.

Areas of agreement		Considerations for detailed design phase	
164	— During implementation of the new model, and on an ongoing basis, there must be greater clarity of what decisions require approval at a corporate level, and what can be progressed at the service level.	—	What is the appropriate scheme of delegation for implementation and ongoing management of the BCP Council operating model?
	— Clear ownership of the operating model by a leadership team which commits to driving and maintaining a whole council approach to prioritisation and decision making.	—	Will BCP Council adopt a more flexible, digitally enabled approach to governance?
	— A clear strategic view of areas such as technology, data, procurement and service collaboration to be in place, with a set of principles that senior leaders are bought in to. These principles will act as a decision making framework, with exceptions only through corporate director level agreement.	—	How will Community governance be embedded in the model?



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CABINET



Report subject	Quarter Two Budget Monitoring Report 2019/20
Meeting date	13 November 2019
Status	Public
Executive summary	<p>This report presents the council's performance against budget for the period 1 April 2019 to 30 September 2019.</p> <p>In summary, the general fund revenue projected outturn for 2019/20 is a pressure within services net expenditure of £4.5m (compared with £5m previously reported based on the activity of the first quarter).</p> <p>These pressures can be met from the additional resources (£2.5m revenue budget contingency and £6.5m service-specific Financial Resilience earmarked reserves) set aside to manage the additional level of uncertainty in this first year of the new council.</p> <p>1.</p> <p>At this stage the potential use of some of these additional resources is shown within the forecast. The Corporate Directors have provided reports, at appendices C to F, detailing the service pressures and actions they propose in mitigation. These action plans are still in the early stages and a formal application of the additional resources is not considered appropriate until they have had a chance to mature.</p> <p>This approach could eventually release resources to support the 2020/21 Budget Strategy or Council priorities. However, it should be recognised that at this point the Council retains the operational risk in respect of two remaining quarters in the financial year.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (a) approves the actions set out in paragraphs 89 and 90; (b) approves the capital adjustments set out in paragraphs 69 and 70; (c) notes the reports contents and the projected outturn position; (d) notes the reports from the Corporate Directors;

	<p>and</p> <p>(e) notes the forecast year end outturn positions for capital, reserves and Housing Revenue Account neighbourhood accounts.</p> <p>It is RECOMMENDED that Cabinet recommend that Council approves the capital budget adjustment set out in paragraph 72.</p>
Reason for recommendations	<p>To comply with the draft CIPFA Financial Management Code of practice.</p> <p>To facilitate the implementation of a strong and active culture of financial management within the BCP Council by identifying when prompt management intervention and action is needed to avoid an adverse impact on future service delivery or the achievement of future corporate objectives.</p> <p>All Corporate and Service Directors have confirmed their acknowledgement of the issues raised.</p>
Portfolio Holder(s):	Cllr David Brown – Portfolio Holder for Finance
Corporate Director	Adam Richens – Chief Finance Officer and Director of Finance
Contributors	<p>Dan Povey, Acting Assistant Chief Finance Officer</p> <p>Nicola Webb, Assistant Chief Finance Officer</p> <p>Matthew Filmer, Finance Manager</p>
Wards	All Wards
Classification	Recommendation and Decision

Background

1. The Council is scheduled to receive quarterly financial monitoring reports. This is alongside separate reports detailing the operational performance over the same period. This is supplemented by the monthly presentation of key financial performance information to the Council's Corporate Management Board (CMB).
2. The purpose of the budget monitoring process is to present summary information to help the Leadership Team to identify and correct emerging risks to its budget strategy and financial sustainability.
3. Based on activity in the first quarter, a £5 million pressure was previously estimated. This has now reduced to £4.5 million over the second quarter. This projection is before consideration is given to the use of the contingency or earmarked financial resilience reserves.
4. **Figure 1** sets out a summary budget monitoring statement of projected variances by Directorate for the 2019/20 financial year.

Figure 1: General Fund – Summary – Projected Outturn as at 30 September 2019

	September Actuals £000s	Approved Resources £000s	Projected Outturn £000s	Projected Variance £000s
Service Budgets				
Adult Social Care & Public Health	53,963	108,191	108,191	0
Children's Services	34,522	60,969	63,919	2,950
Regeneration & Economy	(83)	8,192	8,664	472
Environmental & Community Resources	12,516 19,900	47,013 29,594	47,683 29,992	670 398
Total Service Position	120,818	253,959	258,449	4,490
Corporate Budgets				
Investment Property Income	(2,872)	(5,743)	(5,743)	0
Pensions (<i>back funding</i>)	4,714	9,428	9,428	0
Repayment of debt (MRP)	0	9,501	9,501	0
Other Corporate Items	0	(189)	(189)	0
Interest on borrowings	1,557	3,114	3,114	0
Investment Income	(140)	(185)	(280)	(95)
Revenue Contribution to Capital (RCCO)	0	1,726	1,726	0
Total Corporate Budgets	3,259	17,652	17,557	(95)
Total Budget excluding Contingency	124,077	271,611	276,006	4,395
Potential use of Contingency	0	2,536	0	(2,536)
Potential use of Resilience Reserves	0	0	(1,859)	(1,859)
Net Budget	124,077	274,147	274,147	0
Resilience Reserves not currently being used				(4,641)

5. In the first quarter activity included aligning the approved budget to the emerging corporate structure with further activity to consolidate service delivery taking place over the second quarter. The variances shown in the table above reflect the Directorate responsibilities at the end of September.
6. The first quarter budget monitoring report acknowledged the delay in staff restructuring with savings not expected to be realised according to the budget profile. Other identified pressures could have a longer-term impact as they represent a rising trend in demand, increases in the cost of services or reduced projected income. The extent to which management action can mitigate these pressures in the current year is considered within each Corporate Director's reports set out in the appendices. The longer-term impact was considered as part of the Medium Term Financial Plan (MTFP) update report presented to Cabinet in October.
7. Work continues to address the potential deficit including completion of new staffing structures, review of budgets by service managers and the systematic review of high value budgets areas by senior officers and Cabinet.
8. Summary text explaining the projected position for each Directorate is shown in the following paragraphs. In accordance with the Council's financial reporting requirements **Appendix A** provides the detail of all variances which are forecast

to be greater than £100,000 along with any significant issues of which Members should be aware. The presentational convention is that favourable variances are shown in brackets.

Adult Social Care Directorate: *Balanced Projected Outturn*

9. Adult Social Care is projecting a balanced position for the financial year. Within this balanced position there are forecast cost pressures and savings which net to zero.
10. A £381k saving for employees' costs is forecast, mainly due to the difficulty in recruiting social work staff. The Service continues to undertake recruitment activity and agency staff are also used to fill some vacancies.
11. Projected savings of £1.1m are identified for care packages due to the higher than required budget assumptions for Christchurch care demand. Other demand pressures are evident in the Bournemouth and Poole area which are being managed with the planned use of Adult Social Care earmarked reserves. Market driven pressures and complexity of need are also evident in Bournemouth where the cost of residential care has increased by 6% in the last quarter and 10% since last year. Demographic and market demands will be rebased through the MTFP process.
12. Work is ongoing to understand the extent of the projected £1.4m deficit in Service User contributions in the Bournemouth and Christchurch areas. Complex transitional arrangements and issues with the implementation of the Mosaic system have inevitably disrupted the normal processes. The projection reflects the activity in the ledger up to the end of August 2019. The projection may improve over the next quarter as systems, data quality and processes continue to improve.
13. **Appendix C** sets out the report requested from the Corporate Director for Adult Social Care in the Quarter One Budget Monitoring report detailing how the Mosaic Case Management System is being developed to ensure the integrity of data, provide for efficiency in payments and billing processes and enable robust financial forecasts to be generated.

Children's Services Directorate: *£2.95m Projected Deficit*

14. The projected deficit of £2.95m generally reflects forecast growth in demand for services and delay in the implementation of new staffing structures. The net position is unchanged from the Quarter 1 forecast.
15. The cost pressure for Children in Care (CiC) in the Christchurch area has increased due to a small growth in the number of residential placements and other placement costs escalating. The remaining CiC forecast for the Bournemouth and Poole localities has reduced due to focused project work and a net decrease in residential placements. Overall the cost pressure for CiC is unchanged from Quarter 1.

16. The projected deficit for Special Education Needs (SEN) Transport has increased. This is largely due to the inherited Christchurch travel costs and legacy positions from preceding authorities. Following the start of the academic year, projections from colleagues in Transport are showing a pressure in Home to School Transport as well as SEN Transport. Work has started to understand the extent of these projected deficits.
17. Due to a clear budget management remit a combination of underspends have been amalgamated to offset the whole system pressure. This includes all vacancy requests being authorised at Children's Directorate Management Board. However, recruitment of social work posts within social care to fill vacancies is currently underway so this may have an impact on the bottom line for the remainder of the financial year.
18. Delays in delivering reduced staff costs in Business Support, have been put in place to protect front line capacity through the LGR programme. This is projected to create a pressure of £200k compared to the budgeted position. It is anticipated that this will be a one-off impact with spend reduced accordingly for future years.
19. Due to insufficient time to enable the restructure of the service in line with the budget profile the assumed £250k half year saving will now be delayed. This should not impact on the Medium Term Financial Plan. The restructure will now be implemented in January 2020 reducing the pressure to £184k from the Quarter 1 position.
20. Pressures are also being projected in the Children's front door Social Work Teams of £345k and £206k is being spent on interim management to provide additional support across the Directorate to make faster progress with service transformation.
21. **Appendix D** presents the report requested from the Corporate Director for Children's in the Quarter One Budget Monitoring report setting out the detail of the significant budget variances within the Directorate and the detail of the actions being taken to bring the budget for the directorate back into balance.

Regeneration and Economy Directorate: £472k Projected Deficit

22. The Directorate is forecasting a £472k pressure, which is reduced from the Quarter 1 projected pressure of £1,233k.
23. Further to the base budget review meeting for Planning Services it was agreed to bring consistency in the allocation and use of CIL administrative receipts and the funding of Local Development Plans. This has resulted in a combined revenue benefit for 2019/20 of £300k.
24. The estimated pressure for concessionary fares remains, revised to £346k, due to a projected increase in the price paid within the Christchurch conurbation to ensure consistency across the authority. The forecast pressure relating to street lighting remains unchanged, where despite extra resources being set aside in the BCP base budget, price inflation in street lighting indicates a projected pressure

of £215k. These overall pressures within Growth & Infrastructure are slightly reduced by the net impact of a £100k saving from the renegotiation of the bus subsidy contract and extra traffic management costs.

25. The forecast pressure for cultural attractions within Destination and Culture has reduced from £299k at Quarter 1 to £164k at Quarter 2 because previously reported pressures relating to museums and libraries have been removed. The services have further reviewed in detail the new consolidated BCP budgets and made alterations to manage these elements within the wider budget envelope.
26. The pressure relating to the seafront has reduced to only £1k at Quarter 2, partly due to a change in the commencement date of the Poole seafront development pushing the pressure into the future (£55k). Improved seafront trading has enabled a further reduction of the pressure by £65k.
27. The forecast pressure for Christchurch Leisure Centre (Two Riversmeet) staffing budget of £130k remains unchanged from Quarter 1.
28. Development services have experienced unexpected redundancy costs due to staff changes at the start of the year contributing a pressure of £120k.
29. **Appendix E** presents the report requested from the Corporate Director for Regeneration and Economy in the Quarter One Budget Monitoring report setting out the detail of the significant budget variances within the Directorate and the detail of the actions being taken to bring the budget for the directorate back into balance.

Environment and Community Directorate: £670k Projected Deficit

30. There is a projected net budget deficit of £670k with the pressure purely associated with the Environment Service Area. This is a reduction of £140k from the previous forecast position.
31. Most significantly this is related to the reduction of income from both the Bournemouth and Poole crematorium. The projection is that there will be a £567k shortfall, which is a reduction from the previous projection of £610k. This is due to a shortfall against the overall crematorium annual income target of £5m further to the £350k provided for as part of the base BCP Budget for 2019/20. This is largely due to the opening of another new private crematorium just outside the BCP conurbation with a new private Chapel for ceremonies within Christchurch. The forecast is reduced based on the anticipated increase in income from harmonising cremation fees from November 2019 and running costs at Poole crematorium being below budget.
32. A separate report setting out proposals for phase 1 of a business case to help mitigate the pressure on crematorium income is scheduled to be considered by Cabinet in December. It is anticipated that this will propose using resources set aside in a Bereavement Services specific earmarked reserve to help remodel the service.

33. In addition, income from concessions and chargeable activity are below expectations by £193k in park services. This is an improvement from the previous forecast of £200k.
34. In addition, Waste & Cleansing are forecasting an underspend of £107k. This relates to the expected underspend for the Dorset Waste Partnership.
35. A small overspend on Highways Maintenance is now anticipated in relation to unbudgeted works in Christchurch.
36. Both the Housing and the Community Service Areas are currently indicating a balanced position.
37. **Appendix F** presents the report requested from the Corporate Director for Environment and Community in the Quarter One Budget Monitoring report setting out the detail of the significant budget variances within the Directorate and the detail of the actions being taken to bring the budget for the directorate back into balance.

Resources Deficit and Corporate Items: *Projected Deficit £398k*

38. The directorate is projecting a net deficit of £398k.
39. The main cost pressure is the funding of the Major Projects Team of £371k. The project team operates on a charging mechanism, recharging their full cost to projects they support. For Local Government Reorganisation (LGR) and the subsequent transformation of the Council to be a success, it will continue to require significant project support. However, LGR funding for the team was only approved up to the end of September 2019. Funding to support LGR is fully committed and therefore the team are now unfunded, pending a decision concerning the ongoing transformation programme for BCP Council and the associated funding arrangements.
40. In the interim and notwithstanding the potential for a funded programme of transformation, the Directorate is assuming that the impact will need to be managed within the established budget and is pursuing opportunities for offsetting the unfunded costs against underspends in other budgets.

Reserves

41. In addition to the revenue budgets of the Council good practice dictates that authorities should be closely monitoring the material elements of their balance sheets that may give indications of a departure from financial plans. Two key elements of this are the performance of the council's commercial asset portfolio which is monitored in the information that will be presented to the Corporate Management Board, and the unplanned and planned use of reserves.
42. Appendix B presents the projected use of the Council's £49m of earmarked reserves in 2019/20. This includes the use of resources to support major transformation and step-change initiatives, management of the phasing of grants and partnership expenditure, as well as expenditure to support priorities and the

delivery of efficiencies and improvements in the effectiveness of Council arrangements.

43. Explanations for significant anticipated movements in earmarked reserves during 2019/20 which were not predicted at June and not mentioned elsewhere in this report are set out below. Figures in brackets are either increases to reserves or a reduced use compared to the previous quarter;

Reserves held in Partnership with External Organisations

- a) (£299k) Stour Valley and Poole Partnership
Business case for ICT Investment project (Eforms) reprofiled into 2020/21.

Government Grants

- b) £889k Winter Pressures Grant
Further use of reserve to manage resident care costs as a result of last year's ongoing winter pressure costs.
- c) £116k Adult Social Care Support Grant
Further drawdown of reserve in support of extra Care Housing costs.
- d) £465k EU Brexit Grant
Application of grant money received from the Government to prepare for and deal with the consequences of Brexit. Detail as set out in the October MTFP Update Report to Cabinet.

Repairs & Maintenance

- e) £319k Bereavement and Crematorium Maintenance Reserves
Will be allocated to the works recommended in the Bereavement Service report due to be presented to Cabinet in December.

Development & Improvement Reserve

- f) £151k Adult Social Care Change & Development Reserve
Additional drawdown of reserve to support change, the harmonisation of policies and processes, and the support of the reablement service.

Corporate Priorities & Service Improvement Reserves

- g) (£170k) Elections Reserve
Base budget contribution to the election reserve to provide sufficient resources for the next local election in four years' time.

Note should be made that costs directly associated with a General Election are covered by central Government.
- h) £114k Capital Feasibility and Small Works Reserve
Application of the residual resources in the reserve to support a feasibility study around Bournemouth pier

Reserve use where each individual application is less than £100k

i) £271k	Mainly small Government Grant related reserves
£1,856k	Additional projected use of Earmarked Reserve (since June)

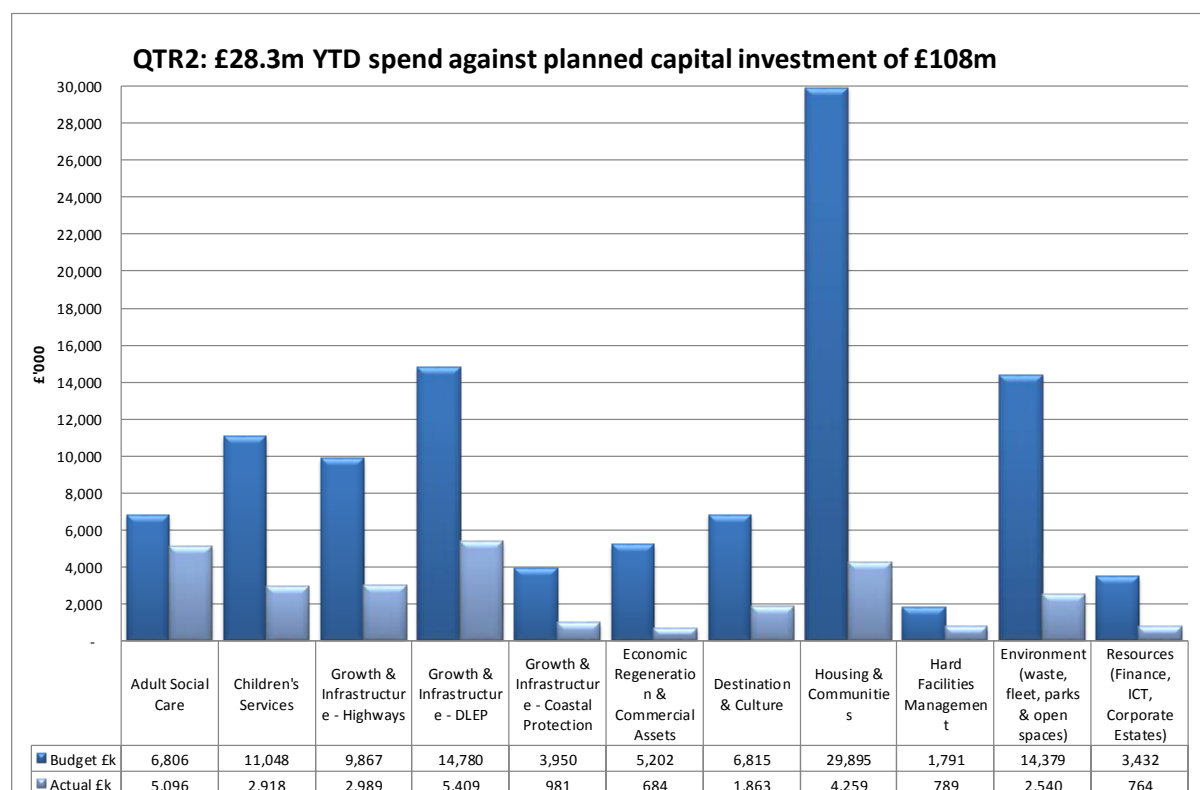
Dedicated Schools Grant (DSG)

44. The latest position for 2019/20 is a forecast in-year deficit of £1 million. This is in addition to the estimated net £3.6 million deficit brought forward from legacy Councils.
45. The estimated outturn for high needs expenditure remains at £2 million deficit.
46. DSG adjustments have been made by the DfE in Quarter 2 to finalise funding dependent on the outcome of the January 2019 school census. This has provided £0.7m more than estimated in the closure of Bournemouth and Poole financial statements for 2018/19. The census results also finalised the BCP 2019/20 allocations for high needs to reflect the cross-border flow of high needs pupils. This adjustment provided £0.3m more than budgeted.
47. Despite announcements in September of an additional £700m nationally for 2020/21 (BCP share £3.4m) this will not be enough to close the annual funding gap next year or provide resources to reduce the historic deficit. Deficit recovery will be through retention of other DSG funding as currently planned.

Capital Budget Monitoring

48. The Council's budgeted Capital Investment Programme (CIP) covers General Fund capital expenditure only. Housing Revenue Account (HRA) related capital spend is reported separately in this report.
49. In February 2019 BCP Shadow Council approved a CIP budget of £87.5m. The CIP has been updated since to include new approved BCP capital projects, budget virements and unspent capital resource from 2018/19 to 2019/20. It has also been refreshed to reflect revised project delivery timelines for larger capital projects. As a result BCP's approved CIP for 2019/20 has increased from £87.5m to £108m.
50. Figure 3 illustrates planned capital spend for the year across BCP services, with year to date (YTD) spend comparison. As at 30 September (QTR 2), £28.3m of capital spend has been incurred.

Figure 3: QTR2 spend Capital Investment Programme



Progress on priority capital projects

51. Adults Social Services

- Figbury Lodge, BCP's new purpose built 80 bed care home, was handed over to BCP's appointed care operator in July and is in the process of welcoming its first residents.
- New Care Home – BCP completed the acquisition of a new Care Home at the end of September. The Care Home has now been formally leased to Tricuro.
- Mosaic (Case Management System) - this project was initially established for the implementation of the Mosaic Case Management System (Mosaic) for Adults and Children in Bournemouth. This phase of the project is expected to complete within budget and by the end of the financial year. Further work is underway to determine which case management system (Care Director or Mosaic) should be adopted by the Council going forwards. It is likely that (regardless of which system is selected), additional capital investment will be required.

52. Children's Services

- The Hillbourne School project will deliver a new 2 form entry primary school building on the Hillbourne site in Poole, along with over 100 new homes. Design development is now under way.

- The Council continues to work closely with the United Learning Trust, with a view to completing works at Carter Community School by September 2020.

53. Growth & Infrastructure – highways routine and structural maintenance

- The Council continues to invest significantly in its highways infrastructure (including strategic network improvements, travel safety measures, greener travel choice, roads and bridges maintenance, street lighting and car parks).
- The Council has also submitted a formal expression of interest to DLEP to secure further DLEP funding for additional road improvement work across the conurbation.
- As part of 'disaggregation', work is ongoing to agree BCP share of unspent capital reserves and grants accrued by the former Dorset County Council in relation to Christchurch.

54. Growth & Infrastructure – major road network improvements

- In partnership with the Dorset Local Enterprise Partnership (DLEP), a further investment of £17.7m in major highways improvement schemes is planned this financial year. This includes (current estimate) of £2m to complete works on the Cooper Dean stretch of the A338 and £6.2m on Blackwater Junction. Cooper Dean works are largely complete. Once the final account is received, subject to DLEP approval, any underspends to budget could potentially be available for the Wessex Fields Phase 1 capital budget. Blackwater West works commenced in Summer 2019 and are now well underway. Works are due for completion in Spring 2020.
- The planned spend profile for the Council's DLEP funded Townside Access to the Port of Poole programme will be adjusted in October to reflect revised project delivery timeline.

55. Growth & Infrastructure – coastal protection

- In October the Council approved the next phase of the 'Poole Bay – Beach Management Scheme' – to provide ongoing coastal protection to the coastal frontages of Bournemouth, Christchurch and Poole. In doing so, the Council approved up to £3.3m local contribution from BCP over a 7-year period (2020/21 to 2026/27), towards programme delivery.
- Officers will also continue to prepare new business cases to secure Environment Agency grant funding earmarked to BCP for new coastal protection and flood defence projects.

56. Economic Regeneration & Commercial Assets

- The Council remains committed to the ongoing regeneration of its town centres. The CIP includes approved resource for significant capital projects including the Heart of Poole, Christchurch Town Centre, and Lansdowne (public realm and digitalisation) in Bournemouth.
- In September the Council was also informed the first phase of its bid for Historic England grant funding for Poole High Street improvement works was successful,

subject to Historic England approval of detailed design plan for the project. As the value of this project is more than £1m, specific Member approval will be required, if and when funding is secured.

- The Council continues to work closely with BH Live to develop a long-term strategy for the Bournemouth International Centre (BIC).
- The Council has approved a £0.7m programme of building alterations for vacant premises in Mallard Road Retail Park. This is to meet new tenants' requirements and will be funded from the Council's Rent, Risk & Repairs Reserve.

57. Destination & Culture

- The Council is preparing OJEU compliant tender documentation for cliff stabilisation works and beach hut provision at Canford Cliffs. The Council plans to start work on site in April 2020, over a 12-month construction period. Preliminary adjustment to the profile of planned spend in the CIP has been made accordingly, subject to further revision once contract is awarded.
- Good progress has also been made with the delivery of other capital projects across the Poole area of BCP seafront, with live construction sites at Shore Road, Shore Road East (block 8) and Branksome Chine. Connectivity work also forms part of these projects. Each of these projects is expected to complete before April 2020.
- In the Bournemouth area, investment has been made in the Waterfront site – including Adventure Golf, Prom Café extension and Green Living Wall trail projects.
- Investment is also continuing in the Christchurch area, including Highcliffe Castle improvement works and Highcliffe Zig Zag repairs.
- The Council remains committed to developing its seafront, with budget allocated in September to fund new seafront development feasibility studies for potential new capital projects.
- In early October the Ministry of Housing, Communities and Local Government (MHCLG) Coastal Communities Fund confirmed the Council has been successful in its £2.4m bid to develop a new eco-friendly hub building and refurbish existing Waste Transfer Station and yard at Durley Chine. As the project value is in excess of £1m, Council approval is required in order to formally accept the grant funding and add the project to the CIP – see Capital Virements section, paragraph 65.

58. Housing & Communities

- New 46-unit housing development at the St Stephen's site is progressing to schedule.
- The Council is also increasing its Temporary Accommodation Portfolio, through the acquisition of additional properties to meet local housing needs. This project is funded through Prudential Borrowing, with additional £1.9m

contribution from Bournemouth Neighbourhood Housing Revenue Account (BNHRA).

- Turlin Moor – budget (part grant funded) has been approved to potentially unlock land for new housing development in the Poole area.
- Oakdale Adult Learning Site – the Council is exploring options to reconfigure the Skills & Learning provision (currently provided on site). Options include the use of alternative premises within the conurbation from which to deliver the Skills & Learning Service. This has the potential to free up the Oakdale sites for new affordable housing, as well as ensuring continued provision of pan-Dorset Skills & Learning across Bournemouth, Christchurch and Poole.

59. Hard Facilities Management

- Approved 'Hard' Facilities Management investment to address BH Live and Civic Estate asset management and backlog maintenance works is ongoing. The Council has also approved a feasibility study to inform the long-term strategy for the Bournemouth International Centre (BIC).
- Condition survey work is being undertaken across the 'Civic Estate' inherited by BCP Council from preceding Councils. It is likely that this will result in additional funding requests for capital resource. A full report will be presented to Members in due course

60. Environment

- Fleet Replacement Strategy – procurement is underway to acquire vehicles in line with existing approved fleet management budget allocations. In addition, a new BCP wide fleet replacement strategy is being developed for Member approval in December / January. This Strategy will recognise the historic differences in funding approach for fleet replacement across preceding Councils and establish a new long term BCP wide Strategy going forwards.
- Approved improvement work at the Council's award-winning Poole Park continues to schedule, with further investment in Christchurch (including play areas and coastal Country Park Suitable Alternative Natural Greenspace (SANG)), and in Bournemouth parks and open spaces. Much of spend planned is funded from s106 contributions and CIL receipts

61. Resources

- The Council continues to invest in its ICT Infrastructure. To date around 23% of approved full year budget has been spent. Future ICT investment will be informed by the results of the KPMG review.

Funding of the Capital Investment Programme

62. Figure 4 summarises funding sources for the current £108m CIP 2019/20. This will change through the course of the year as the CIP is refreshed, and new schemes are added. The Council continues to rely on its own resources (capital reserves, borrowing (the costs of which are included within the Medium Term

Financial Plan) and capital receipts from disposal of its assets) to deliver the 2019/20 CIP.

Figure 4: Capital Investment Programme funding sources

BCP - Capital Investment Programme 2019/20		£000
		107,964
Government Grant		43,134
Third Party Receipts		625
CIL / s106		6,383
External Funding Sources	46%	50,142
Earmarked Reserves		3,112
Capital Receipts		2,888
Capital Fund (Revenue Funding for Capital)		9,887
Prudential Borrowing		38,625
Supported Borrowing		3,308
BCP Funding Sources	54%	57,821
Total funding requirement		107,964

63. £43.1m of planned CIP 2019/20 spend is funded from external grants (mostly Government Grants) and is supported by formal Government grant notifications and / or funding agreements.

64. The CIP assumes £6.4m of Community Infrastructure Levy (CIL) / s106 funding will be available this financial year to support the 2019/20 capital programme. Of this sum, higher value CIL / s106 allocations include:

- £2.3m for Blackwater junction improvements
- £0.5m on Suitable Alternative Natural Greenspaces in the Poole and Christchurch areas of the conurbation
- £0.6m on heathland mitigation in the Bournemouth area

Work is ongoing to provide assurance over the level of CIL / s106 the Council has received payment for (as opposed to 'invoiced but not yet received'). This will include balances inherited from former Dorset County Council with respect to the Christchurch area. CIL / s106 cash sums will be compared with CIP CIL / s106 planned utilisation, to ensure funds are not committed in advance of receipt.

Regarding the use of earmarked capital reserves, the Council has allocated all its £0.5m 'Capital Feasibility & Small Works Fund' reserve to projects within the CIP. In addition, the CIP assumes £0.7m of Mallard Road landlord related spend will be financed from the Rent, Risk and Repairs Reserve. A further £1.3m of earmarked reserve is currently allocated to support the 2019/20 delivery partner procurement phase of the Heart of Poole Masterplan inherited from former Poole Council. This planned utilisation will be refreshed in QTR3 of the programme.

Capital Virements

65. A capital virement is a transfer of budget / resource between individually approved schemes or the re-phasing of approved scheme expenditure between years.

66. In accordance with the Council's Financial Regulations the following rules associated with capital virements apply (after advice from the Chief Finance Officer):

- Virements over £1m require prior Council approval.
- Virements over £0.5m and up to £1m require prior Cabinet approval.
- Corporate Directors can approve virements over £100k up to £500k.
- Service Directors can approve virements up to £100k.

These thresholds also apply to new capital schemes. In situations where Cabinet or Council approval is required explicit reference should be made to any conditions that will need to be evidence before any order/contract can be placed.

67. The Council's Financial Regulations also allow for the re-phasing of approved capital budgets between years of any value to be approved by the Service Director, in liaison with the Chief Financial Officer.

68. In accordance with these regulations the following capital budget virements and adjustments in the CIP require the approval of **Cabinet**.

69. Service Area:	Destination & Culture
Purpose of Adjustment:	Increase Approved Capital Budget – Poole Museum
Value:	£357k

The CIP includes approved budget of £50k (from capital fund) for the 'Development Phase' of the Council's "Our Museum: Rediscovering Poole's Maritime Heritage" project. The project aims to transform the Poole Museum visitor experience through (amongst others) new digital interpretations, the creation of new public spaces and facilities, and the display of four ancient vessels. Cabinet is asked to approve a £357k increase in the Development Phase budget, to reflect funding of £352k awarded by the National Lottery Heritage Fund (National Lottery) in September, and private donations of £5k. The combined project funding of £407k will facilitate development of a full business case to support further external grant bid of £1.8m (current estimate) from the National Lottery in Spring 2021 for the 'Delivery Phase' of the scheme.

70. Service Area:	Bournemouth Neighbourhood Housing Revenue Account
Purpose of Adjustment:	New Capital Project – Barrow Drive Housing
Value:	£195k (19/20), £390k (20/21) and £68k (21/22) (total £653k)

Cabinet approval is sought to approve the development of 3 new affordable housing units, with parking provision, at Barrow Drive. The site is owned by the BNHRA and currently consists of 21 garages, all of which are void. Planning permission was granted in August 2019, and the site has been secured in anticipation of development. The development is estimated to cost £653k and will be funded from a combination of s106 contributions (£50k), BNHRA reserves (£80k), Right to Buy receipts (£196k) and Prudential Borrowing (£327k), to be repaid over 25 years. The s151 Officer has reviewed the financial modelling for Prudential Borrowing repayment (including 'stress testing' of underlying assumptions). Cabinet is asked to formally approve the scheme, including the use of Prudential Borrowing. Cabinet is also asked to formally delegate determination of final funding arrangements to the s151 Officer in consultation with the Portfolio Holders for Finance and Housing.

71. In accordance with these regulations the following capital budget virement in the CIP requires the approval of Council.

72. Service Area:	Destination & Culture
Purpose of Adjustment:	New Capital Project – Environmental Innovation Hub
Value:	£83k (2019/20) and £2,316k (2020/21) (total £2,399k)

In early October BCP Council secured £2.4m grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) Coastal Communities Fund, to deliver an Environmental Innovation Hub at Durley Chine. This is part of the Council's wider Seafront Strategy programme. The project will contribute towards BCP's ambitions to become a 'Green Economy Leader', by helping to achieve a step change in the reduction of single-use plastics and increase levels of recycling along the Council's coastline. The project will be funded entirely from Coastal Communities Fund grant, with no recourse to additional Council funds. Council is asked to formally approve the acceptance of £2.4m Coastal Communities Grant funding and amend the CIP for the new project. Spend is currently profiled £83k in 2019/20 and £2,316k in 2020/21.

Housing Revenue Account (HRA)

73. The Housing Revenue Account (HRA) is a separate account within the Council that ring-fences the income and expenditure associated with the Council's housing stock. The HRA does not therefore directly impact on the Council's wider General Fund budget.

74. Within the Council's HRA it operates two separate neighbourhood accounts. The Bournemouth account comprises of 5,100 tenanted properties and is directly managed in-house by the Council. The Poole account comprises of approximately 4,517 tenanted properties and is managed by Poole Housing Partnership (PHP). PHP operate as an Arm's Length Management Organisation (ALMO) in line with a Management Agreement with the Council.

Bournemouth Neighbourhood Account

75. Figure 4 below presents the Bournemouth neighbourhood HRA for the period 1 April 2018 to 30 September 2019. The forecast year-end position to 31 March 2020 is a balanced position with no variances currently forecast.

Figure 4: Bournemouth Neighbourhood Housing Revenue Account

	Sept Actuals £000s	Approved Budget £000s	Forecast Outturn £000s	Variance £000s
Income				
Dwelling Rents	(11,909)	(22,407)	(22,407)	0
Non-Dwelling Rents	(153)	(114)	(114)	0
Charges for Services and Facilities	(51)	(1,199)	(1,199)	0
Contributions towards expenditure	(60)	(535)	(535)	0
Total Income	(12,173)	(24,255)	(24,255)	0
Expenditure				
Repairs and Maintenance	2,245	5,186	5,186	0
Supervision and Management	2,397	7,503	7,503	0
Rent, rates, taxes and other charges	211	156	156	0
Bad or Doubtful debts	0	188	188	0
Capital financing costs <i>(debt management costs)</i>	0	78	78	0
Depreciation Dwellings	0	7,296	7,296	0
Depreciation Non-Dwellings	0	22	22	0
Capital Charges <i>(net)</i>	1,079	2,889	2,889	0
Contribution new builds	0	900	900	0
Total Expenditure	5,932	24,218	24,218	0
(Surplus) / Deficit	(6,241)	(37)	(37)	0

Figure 5 below presents the monitoring position in respect of the capital programme for the Bournemouth neighbourhood account. The New Build & Acquisition Programme original approved budget of £13.3m has been revised to £3m. This is because of significant delays to the New Build & Acquisition Programme including £4.3m Moorside Road (pending outcome of public enquiry in March 2020), £2.2m St George's Development (no longer progressing). A further £3.8m technical accounting adjustment has been made in relation to hostel related spend also included with the General Fund.

Figure 5: Bournemouth Neighbourhood HRA – Capital Programme

	September Actuals £000s	Approved Budget £000s	Forecast Outturn £000s	Variance £000s
New Build & Acquisition Programme	628	13,345	3,345	(10,000)
Windows	205	1,200	1,200	0
Bathroom Refurbishments	502	950	950	0
Kitchen Refurbishments	447	850	850	0
Disabled Adaptions	86	760	760	0
External Works	184	750	750	0
Fire Precautions / Detectors	149	600	600	0
Boiler Replacements	127	500	500	0
Re-roofing	111	300	300	0
Doors	20	300	300	0
Bedroom Extensions	2	200	200	0
Hot Water Systems	15	120	120	0
Insulation / Energy Efficiency	1	100	100	0
Rewiring	23	100	100	0
Common Areas	26	100	100	0
Various programmes under £100k	418	539	539	0
Contingency	0	350	350	0
Staff time allocated to capital projects	0	331	331	0
Total	2,944	21,395	11,395	(10,000)

Poole Neighbourhood Account

76. Figure 6 below presents the Poole neighbourhood HRA for the period 1 April 2018 to 30 September 2019. The forecast year-end position to 31 March 2020 is a shortfall of £121k on the planned Revenue Contribution to Capital Outlay (RCCO). The key reason for the variance is reduced income by £100k largely from dwelling rents £73k and services charges £22k due to delay in the delivery and occupation of the Canford Heath road scheme.

77. The forecast for rental income is unchanged since Quarter 1 due to delays in reporting from the new housing management system.

Figure 6: Poole Neighbourhood Housing Revenue Account

	Sept Actuals £000s	Approved Budget £000s	Forecast Outturn £000s	Variance £000s
Income				
Dwelling Rents	(7,241)	(19,855)	(19,782)	73
Non-Dwelling Rents	(11)	(37)	(31)	6
Charges for Services and Facilities	(345)	(1,316)	(1,294)	22
Contributions towards expenditure	(5)	(52)	(52)	0
Other Income	0	(235)	(226)	9
Canford Shared Ownership Receipts	0	(716)	(716)	0
Total Income	(7,602)	(22,211)	(22,102)	109
Expenditure				
Repairs and Maintenance	2,849	5,237	5,237	0
Supervision and Management	1,744	4,316	4,330	14
Rent, rates, taxes and other charges	11	158	157	(1)
Bad or Doubtful debts	0	197	197	0
Capital financing costs (<i>debt management costs</i>)	(91)	103	103	0
Depreciation Dwellings	0	4,882	4,882	0
Capital Charges (<i>net</i>)	0	3,020	3,020	0
Contribution to the new build programme	0	4,298	4,177	(121)
Total Expenditure	4,513	22,211	22,103	(108)
(Surplus) / Deficit	(3,089)	0	1	1

78. In addition, Figure 7 below presents the monitoring position in respect of the capital programme for the Poole neighbourhood account.

79. The February 2019 report to Council agreed a £14.5 million capital programme, including estimated carry forwards from 2018/19 into 2019/20. The final carried forward budget at outturn increased the 2019/20 programme to £17.2m. This increase of £2.7m is largely due to slippage on the Canford Heath project.

80. In September, the Council approved a £750k increase to the small projects budget to support the buy-back of properties relating to Project Admiral bringing the total budget to £17.9m

81. The forecast variance against the revised programme at this stage is reduced spend of £4.4m from the re-phasing of a number of projects, the largest of which is the Herbert Avenue Modular Scheme of £2.1m. These budgets will be carried forward into the 2020/21 programme.

82. Actual spend in the second quarter represents 29% of the annual forecast.

Figure 7: Poole Neighbourhood HRA – Capital Programme

	Sept Actuals £000s	Revised Budget £000s	Forecast Outturn £000s	Variance £000s
Basic Planned Maintenance				
External Doors	30	150	150	0
Boiler Replacement Programme	272	612	612	0
Windows	213	500	500	0
Building External – All schemes	1	490	490	0
Fire Risk Remedial works	87	988	700	(288)
Electrical Works	83	400	400	0
Kitchen Replacement Programme	170	365	365	0
Building Envelope (Seddons)	237	306	306	0
Roofing	137	379	379	0
Bathrooms	38	218	218	0
Various programmes under £100k	235	725	725	0
Capitalised PHP Salaries	305	522	522	0
Other Planned Maintenance				
Information Technology Capital Costs	310	535	535	0
Disabled Adaptions	124	350	350	0
Sustainability	5	100	100	0
Small Planned Maintenance projects	0	86	86	0
Major Projects				
Canford Heath Road	1,369	3,576	3,576	0
Herbert Avenue	0	2,509	383	(2,126)
Tower Blocks (Old Town)	10	1,200	360	(840)
New Build in-fill	2	1,000	1,000	0
Sprinklers	0	600	30	(570)
Small Sites Programme	352	1,250	1,250	0
Cladding	(185)	500	50	(450)
Cynthia House	67	300	300	0
Hillbourne School Site	26	255	123	(132)
Total	3,888	17,916	13,509	4,407

Companies and Partners Organisations

83. The financial sustainability of the Council could also be affected by the performance of partners and subsidiary in which it has a financial interest. Such entities can be listed as;

- Poole Housing Partnership
- Bournemouth Building & Maintenance Ltd
- Bournemouth Council Group Ltd

- Seascope South Limited
- Seascope Homes and Properties Limited
- Five Parks Charity
- Lower Central Gardens Trust
- Russell-Coates Art Gallery & Museum Charitable Trust
- The Bournemouth Development Company LLP
- Tricuro
- Aspire Adoptions

84. Each of these entities has their own governance framework and their own arrangements for reporting their financial and operating performance. The intention is to regularly provide summaries of the performance of each of these entities based on information that has been disclosed publicly by these associated organisations.

Reporting Assumptions

85. Budget monitoring reports as set out are produced by BCP Financial Services, with monitoring information for the Poole HRA Neighbourhood Account being produced by Poole Housing Partnership.
86. Actual expenditure and income is that posted to the Council's financial ledger as at 30 September 2019 and covers the period from 1 April 2019.
87. The profile of expenditure and income is based on service estimates as known, with all significant variances investigated. Only those items of a significant or exceptional nature are reported, along with those requiring member decisions for other reasons.

Proposed Actions

88. It is important that the council acts to correct emerging risks to its budget strategy and financial sustainability. The actions below are therefore recommended.
89. Requests that the Corporate Director for Resources sets out in the 2019/20 Budget Monitoring report for the third quarter the budget variances within the directorate and the actions being taken to bring the budget into balance.
90. Requests that the Corporate Director for Adults sets out as part of the third quarters budget monitoring report the detail behind the £1.4m projected deficit in Service User contributions in the Bournemouth and Christchurch areas and the extent to which system, data quality and process improvements have enabled a revised financial forecast to be generated.

Consultation

91. The BCP Corporate Management Board has reviewed the information provided in this report and the relevant Corporate Directors, Directors of Services and budget holders have provided information as necessary.

Alternative Options

92. This report provides financial performance information, and as a result there are no alternative options to consider.

Summary of financial implications

93. The effective management of the Council's Budget is fundamental to the good governance of the organisation. Failure to monitor and manage the finances of the organisation will affect the financial health and wellbeing of the Council. The Council will not be able to develop a sustainable Medium Term Financial Plan and will not be able to effectively invest in its service priorities if it fails to recognise and address any identified financial pressures.

Summary of legal implications

94. It is a legal requirement of the Council to monitor its budget during the financial year, take remedial action if necessary and to produce a statutory set of accounts within the prescribed deadlines.

Summary of human resources implications

95. None specifically related to this report.

Summary of environmental impact

96. None specifically related to this report.

Summary of public health implications

97. None specifically related to this report.

Summary of equality implications

98. Any variations to budgets require the responsible officers to be mindful of the equality implications within the Council. Individual budget holders will consider and address any such implications in line with their service specific equality impact assessments.

Summary of risk assessment

99. This report and the outlined actions will form part of the mitigation strategy to ensure that the Council is identifying when prompt management intervention and action is needed to avoid an adverse impact on future service delivery or the achievement of future corporate objectives.

Background papers

The 2019/20 Budget and Consolidated Medium Term Financial Plan (MTFP) Update for Bournemouth, Christchurch and Poole Council which was approved by the BCP Shadow Authority on the 12 February 2019 can be found at;

<https://moderngov.bcpshadowauthority.com/ieListDocuments.aspx?CId=136&MId=123&Ver=4>

Quarter One Budget and Performance Monitoring report 2019/20

[https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=3721&Ve
r=4](https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=3721&Ve
r=4)

Appendices

Appendix A Forecast Annual Revenue Variances greater than £100k by Directorate

Appendix B Forecast use of Reserves in 2019/20

Appendix C Report on the Mosaic System from the Corporate Director of Adult Social Care

Appendix D Report on the 2019/20 Directorate Budget Position from the Corporate Director of Children's Services

Appendix E Report on the 2019/20 Directorate Budget Position from the Corporate Director of Regeneration & Economy

Appendix F Report on the 2019/20 Directorate Budget Position from the Corporate Director of Environment and Community

Forecast Annual Revenue Variances greater than £100,000

Adult Social Care & Public Health

Budget	Explanation	June Variance £000s	Sept Variance £000's	Change £000's
Employee Costs	Vacancies due to recruiting difficulties	0	(381)	(381)
Care packages	Saving due to assumptions for Christchurch care being higher than required netted off by other care cost pressures	0	(1,107)	(1,107)
Service User contributions	Service User contributions lower than budgeted	0	1,397	1,397
Other Social Care Activities	Miscellaneous variance of smaller scale	0	91	91
Total Adult Social Care & Public Health		0	0	0

Appendix A

Children's Services Directorate

Budget	Explanation	June Variance £000s	Sept Variance £000's	Change £000's
Specific Service Costs				
Children in Care (CiC)	Higher number of cases inherited from the Christchurch area.	353	795	442
Children in Care (CiC)	Reduction seen in Bournemouth and Poole localities over Q2. Result of project/focus work on residential placements.	1,147	705	(442)
Operational Staff costs	Legacy staffing pressures on the front door Social Work teams across BCP	345	345	0
Business Support of front-line teams	Legacy support arrangements for supporting front line operational teams.	200	200	0
Special Educational Needs and Disabilities School Transport	Further growth in numbers of pupils eligible for transport. Of the £538k pressure, approx. £300k is inherited from the Christchurch area.	400	538	138
Home to School Transport	Following the start of the academic year there is pressure in Home to School Transport.	0	292	292
System Wide Costs				
Staff costs	Impact of restructure implementation from January 2020.	250	184	(66)
Interim Management	Additional resources during creation of new service and service improvement and to allow handover between current and new Directors.	255	206	(49)
Various	Result of micro budget management to offset pressures in the whole system. Vacancy management held at Children's Directorate Management Board. It is worth noting that vacancies in Social Work posts are undergoing recruitment, so this may affect the bottom line.	0	(315)	(315)
Total Children's Services		2,950	2,950	0

Appendix A

Regeneration and Economy Directorate

Budget	Explanation	June Variance £000s	September Variance £000's	Change £000's
Growth & Infrastructure				
Concessionary Fares	Price increase for the Christchurch conurbation	373	346	(27)
Street Lighting	Higher levels of electricity price inflation than provided for	215	215	0
Bus Subsidy	Renegotiated contract savings	(100)	(100)	0
Other	Engineering (Twin Sails repairs) and Traffic Management	75	0	(75)
Car Parking	Increased Income	0	(89)	(89)
Planning Services	Consistent approach to funding	0	(300)	(300)
Total		563	72	(491)
Development				
Property Services	Staff redundancy costs	120	120	0
Total		120	120	0
Destination and Culture				
Two Riversmeet	Staffing costs	130	130	0
Two Riversmeet	Additional income through improved product offer	0	(15)	(15)
Castle, Upton House, Museums and Libraries	Highcliffe Castle reduced income and extra costs plus Upton Country Park reduced income and extra maintenance	299	164	(135)
Seafront	Beach hut income and concession income	121	1	(120)
Total		550	280	(270)
Total Regeneration & Economy		1,233	472	(761)

Appendix A

Environment & Community Directorate

Budget	Explanation	June Variance £000s	September Variance £000's	Change £000's
Environment				
Bereavement	Reduced income from cremations, largely due to opening of a new private facility also offering ceremonies in the BCP area.	610	567	(43)
Parks	Income from concessions and chargeable services below expectations.	200	193	(7)
Waste & Cleansing	Dorset Waste Partnership anticipated underspend.	0	(107)	(107)
Highways Maintenance	Under budgeted works in Christchurch	0	17	17
Housing		0	0	0
Communities		0	0	0
Total Environment & Community		810	670	(140)

Appendix A

Corporate Services and Corporate Items

Budget	Explanation	June Variance £000s	September Variance £000's	Change £000's
ICT				
Staffing	Combination of vacancy factor £34k and £3k small pressures	0	37	37
Organisational Development				
Major Projects Team	LGR Funding up to the end of September for existing structure. No funding thereafter.	0	371	371
Staffing	Notice for pay for previous employee	0	22	22
HR – Trade Union Representative	Removal of trade union post	0	(14)	(14)
Law and Governance				
Registrars Income	Higher than anticipated income from the merger of the three Councils	0	(80)	(80)
Land Charges Income	Wider external factors affecting income generation	0	140	140
PA to Council Leader	Removal of duplicate post	0	(32)	(32)
Staffing	Use of specialised temporary staff	0	40	40
Finance				
Finance Systems	Due to higher than expected annual licences	0	25	25
Revenues and Benefits	Various savings achieved from across Revenues and Benefits (Inc. SVPP)	0	(109)	(109)
External Audit Fees	Additional audit work undertaken for the three legacy council accounts	0	24	24
Emergency Standby Allowance	New standby arrangements from September 2019	0	(18)	(18)
Civil Contingency Unit	Reduction in contribution	0	(8)	(8)
Total Corporate Services and Corporate Items		0	398	398

BCP Council - Earmarked Reserves

Detail	01/04/19 Actual Balances £000's	Balance Sheet Movement £000's	Estimated Movements £000's	31/03/20 Estimated Balances £000's
(A) - Financial Resilience Reserves	(10,818)	0	50	(10,768)
(B) - Transition and Transformation Reserves	(9,683)	0	7,663	(2,020)
(C) - Asset Investment Strategy Rent, Renewals and Repairs	(2,500)	0	390	(2,110)
(D) - Insurance Reserve	(3,500)	0	0	(3,500)
(E) - Held in Partnership for External Organisations	(4,483)	0	441	(4,042)
(F) - Required by Statute or Legislation	(4,163)	0	754	(3,409)
(G) - Planning Related	(745)	(521)	50	(1,216)
(H) - Government Grants	(7,243)	0	4,880	(2,363)
(I) - Maintenance	(1,758)	0	908	(850)
(J) - ICT Development & Improvement	(750)	0	542	(208)
(K) -Corporate Priorities & Improvements	(3,315)	0	927	(2,388)
Forecast Earmarked Reserve Balance - 31 March	(48,958)	(521)	16,605	(32,874)

(A) - Financial Resilience Reserves

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Designed to provide certain Theme's with the ability to manage any in-year emerging issues as they deliver the seamless transfer of services to the new council and manage the financial consequences of any unforeseen issues. Additionally such reserves support timing differences and annual fluctuations in costs and income. The Financial Planning Reserve will enable any future structural budget adjustments to be implemented in a measured and planned way.				
Financial Planning Reserve	(4,067)	0	0	(4,067)
Adult Social Care Directorate - Resilience Reserve	(3,400)	0	0	(3,400)
Children's Services Directorate - Resilience Reserve	(1,600)	0	0	(1,600)
Environment & Community Directorate - Resilience Reserve	(1,000)	0	0	(1,000)
Regeneration and Economy Directorate - Resilience Reserve	(500)	0	0	(500)
Other Financial Resilience Reserves	(251)	0	50	(201)
Financial Resilience Reserves	(10,818)	0	50	(10,768)

(B) - Transition and Transformation Reserves

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Resources set aside to support the one-off change costs of creating the new council including the phase three transformation programme. Includes the council's contribution to support the deficit on the Dedicated Schools Grant (DSG) high needs budget which is a one-off contribution for 2019/20 only.				
BCP Programme Resources - Costs originally profiled for 2019/20	(1,178)	0	1,178	0
BCP Programme Resources - Costs reprofiled from 2018/19	(4,005)	0	4,005	0
BCP Programme Resources - Pay and Reward Strategy	(2,100)	0	80	(2,020)
High Needs Block - One Off Contribution towards 2019/20 Deficit	(2,400)	0	2,400	0
Transition and Transformation Reserves	(9,683)	0	7,663	(2,020)

(C) - Asset Investment Strategy Rent, Renewals and Repairs

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Resources set a side as part of the process of managing annual fluctuations in the rent, landlord repairs and costs associated with the councils commercial property acquisitions as set out in the Non Treasury Asset Investment Strategy.				
Asset Investment Strategy Rent, Renewals and Repairs	(2,500)	0	390	(2,110)

(D) - Insurance Reserve

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Reserve to enable the annual fluctuations in the amounts of excesses payable to be funded without creating an in-year pressures on the services. Subject to ongoing review by an independent third party.				
Insurance Reserve	(3,500)	0	0	(3,500)

(E) - Held in Partnership for External Organisations

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party organisations.				
- Schools Block Reserve	(541)	0	0	(541)
- Dorset Adult Learning Service	(902)	0	0	(902)
- Stour Valley and Poole Partnership	(898)	0	296	(602)
- CCG Emotional Wellbeing and Mental Health	(788)	0	0	(788)
- Dorset CCG Carers Funding	(275)	0	0	(275)
- Local Economic Partnership	(1)	0	1	0
- Post 16 Service	(88)	0	88	0
- Flippers Nursery	(38)	0	0	(38)
- Public Health	(56)	0	56	0
- Adult Safeguarding Board	(43)	0	0	(43)
- Dorset Youth Offending Service Partnership	(262)	0	0	(262)
- Music and Arts Education Partnership	(314)	0	0	(314)
- Bournemouth 2026	(225)	0	0	(225)
- Bournemouth 2026 - West Howe Bid	(45)	0	0	(45)
- Aspire Adoption CSC	(7)	0	0	(7)
Held in Partnership for External Organisations	(4,483)	0	441	(4,042)

(F) - Required by Statute or Legislation

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.				
Building Regulation Account	(128)	0	0	(128)
Bournemouth Library Private Finance Initiative (PFI)	(407)	0	0	(407)
Carbon Trust	110	0	0	110
Business Rates Levy payments annual variation reserve	(2,984)	0	0	(2,984)
Business Rates 19/20 Settlement Grant - paid 18/19 - Surplus national levy/safety net account	(754)	0	754	0
Required by Statute or Legislation	(4,163)	0	754	(3,409)

(G) - Planning Related

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.				
Local Development Plan Reserve	(494)	(81)	0	(575)
Planning Hearing and Enforcement Reserve	(123)	0	0	(123)
Other Planning Related Reserves	(128)	(440)	50	(518)
Planning Related	(745)	(521)	50	(1,216)

(H) - Government Grants

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with specific grant conditions.				
Total Unspent Grants	(7,243)	0	4,880	(2,363)

(I) - Maintenance

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.				
Corporate Maintenance Fund	(417)	0	290	(127)
Other Maintenance Related Reserves	(1,341)	0	618	(723)
Maintenance	(1,758)	0	908	(850)

(J) - ICT Development & Improvement

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Resources set aside to meet various ICT improvement projects				
ICT Development & Improvement	(750)	0	542	(208)

(K) -Corporate Priorities & Improvements

	01/04/19 Actual £000's	Balance Sheet £000's	Movement £000's	31/03/20 Estimated £000's
Purpose: Amounts set a side to deliver various priorities, some of which will be of a historical nature inherited from the predecessor authorities.				
Welfare Reform Reserve / Hardship Fund	(121)	0	0	(121)
Capital Feasibility and Small Works Fund	(500)	0	500	0
Other Corporate Priorities & Improvements	(2,694)	0	427	(2,267)
Corporate Priorities & Improvements	(3,315)	0	927	(2,388)

Please note:

(a) The adoption of accounting policies for BCP Council will mean that the total earmarked reserves of the predecessor councils does not match the 1 April 2019 balances shown above. This is due to historical inconsistency in how certain items have been categorised in predecessor Council balance sheets.

(b) Any reserves transferred from Dorset County Council, not needed for a specific purpose will be added to the transformation and transition earmarked reserve.

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Corporate Director Adult Social Care Report	
Reason for Report	As part of the Actions proposed in the Budget Monitoring Report to Cabinet on 11 September 2019, the Corporate Director Adult Social Care was “requested to set out in the 2019/20 Budget Monitoring Report for second quarter the steps being taken to ensure the integrity of the data within the MOSAIC Case Management System. This report to include the progress made in developing the functionality of the MOSAIC system in order that payments and billing are automated and robust financial forecasts can be generated.”
Summary of Issues and Actions Taken	<p>The Service Director Adult Social Care Services has chaired an officer group which has overseen the implementation of the full functionality of the financial modules of the MOSAIC IT System for Adult Social Services. The officer group included key staff in the MOSAIC implementation Team; officers from the relevant Adult Social Care finance teams and from the Corporate Accountancy Team.</p> <p>Regular automated cycles have been established for payments to providers and for the billing of residents who make contributions to the costs of their adult social care and support packages.</p> <p>This has enabled the production of comprehensive data on expenditure and income for the first half year reporting on the adult social care budget.</p> <p>Considerable work has been undertaken to ensure the data integrity of packages of care as recorded on the MOSAIC system, particularly for the Christchurch area where the data transfer process from Dorset County Council meant that the data accuracy of a 100 packages of care have needed to be verified by managers prior to the packages being re-inputted on to the MOSAIC system. The MOSAIC team is also continuing to ensure that all coding on the MOSAIC system is accurate and in line with BCP Council budget accounting practice.</p> <p>The way in which the interface between the MOSAIC system and the Council’s payment system, Oracle FUSION, currently works does not produce data which facilitates the interrogation and reconciliation of payments made to providers for the package of care. This means that accountants are either not able to complete the level of interrogation which they would normally undertake or that analysis and interrogation has become very time-consuming. Options are being investigated so that the interface will in future work in such a way as to produce aggregated data which will facilitate timely interrogation and reconciliation of payments made on individual packages and to providers.</p> <p>At half-year, there is a reported under-recovery of client income of £1.4 million against the budgeted sum for income. £400,000 of the sum relates to Christchurch residents with budgets (including income) set in line with disaggregated budgets based on information from the previous Dorset County Council. In 2019/20, the expenditure on care and support is lower than the disaggregated figure by £1.5 million so it is to be expected that income will also be significantly lower than the budget for Christchurch. At half year, income is in line with the budget for residents from the former Borough of Poole.</p> <p>Implementation of the MOSAIC system inevitably caused delays in billing</p>

	<p>for Bournemouth clients just prior to Local Government Re-organisation and for Christchurch residents in the Spring. Work is continuing to ensure that income is recovered as relevant from clients and to ensure that financial assessments are consistently undertaken in a timely way.</p> <p>There can also be variations in income which are dependent on the income levels of clients receiving services any given time and budget monitoring over time will enable these trends to be assessed.</p> <p>The Corporate Director Adult Social Care will report on the progress of this work in the Cabinet Budget Monitoring Report for Quarter 3.</p>
Next Steps	<ol style="list-style-type: none"> 1. MOSAIC team will complete the programme of work to ensure all coding and data quality issues have been addressed on MOSAIC by end of Quarter 3 2. Options will be developed to enable the production of financial data from the MOSAIC and ORACLE fusion systems which will facilitate timely interrogation and reconciliation of payments to providers and packages of care. 3. The Corporate Director for Adult Social Care will report on the continued work on income recovery in the Quarter 3 Cabinet Monitoring Report.

CORPORATE MANAGEMENT BOARD

Report subject	Children's Services - Financial Update
Date	15 October 2019
Corporate Director	Judith Ramsden, Corporate Director, Children's Services

1.0 Background

1.1 As part of the Quarter 1 BCP Council Budget Monitoring a request was made for the Corporate Director of Children's Service to prepare a report setting out:

- the actions being taken or proposed to ensure CiC numbers do not exceed those assumed in the budget
- the actions to reduce the cost of the Children's front door Social Work teams
- the actions to cover the cost of the extra interim management capacity

2.0 National Context

2.1 In the national budget context, pressures in relation to children services is mirrored in BCP such as:

- the numbers of children with complex needs who need statutory services;
- the costs of public care;
- the associated costs for children with SEN/D; and
- the lack of social workers and costs of interim staff.

2.2 As a new authority, we have inherited budget pressures from 2018/19 and the predecessor Council's which we will continue to address.

3.0 Children in Care (CiC)

3.1 The pressure seen in Christchurch for CiC has increased due to a small increased number of residential placements and other placement costs escalating. The remaining CiC forecast for the previously Bournemouth & Poole localities has reduced due to focused project work and a net decrease in residential placements.

3.2 We are working closely with our commissioning colleagues to identify the most appropriate and cost-effective resource for the children and young people who require our 'care'.

3.3 The service is focussed on strengthening the application of the signs of safety model, working with families to support children and young people remaining in their family wherever possible.

3.4 There is a weekly high-risk case meeting which includes Service Managers, YOS representative and a representative from the Child Exploitation service to ensure strategic management oversight and a shared holistic approach to planning for our children on the edge of care.

3.5 The service is tracking and reviewing our children in care cohort to secure permanence arrangements are executed in a timely manner. This includes revisiting plans for children who have been in care for over 12 months and those in high cost provision.

3.6 There is a focus on timely interventions to rehabilitate children home to their families wherever possible.

4.0 Front Door Social Work Teams

4.1 Historically in both preceding authorities significant pressure was seen in both the MASH (Multi Agency Safeguarding Hub) and the Assessment Team.

4.2 Resources were directed to cover case load and the demand entering the system. With the creation of BCP there has been an opportunity to review the new BCP Front Door.

4.3 Colleagues have also been engaged in a recent peer review specifically looking at this area of the service, in the light of previous inspection judgements and the reality that BCP needed to create 1 service from the 2 existing services.

4.4 This has led to a DfE funded partnership with one of the national Partners in Practice, North Tyneside who will be supporting the Local Authority and Partners to re design the multi-agency safeguarding hub to ensure its effectiveness and enable us to quantify the cost profile of the new single 'first response' team which will include the MASH and the integrated early help support route and professional consultation and advise service.

5.0 Interim Management Cover

5.1 The creation of BCP and the creation of the single senior leadership team led to a planned transition to new appointments and the need for safe transitional arrangements.

5.2 Historical interim management roles were inherited from 1 April with planned end dates of September 2019 which allowed for the permanent recruitment of a permanent Service Director for Social care and the Youth Offending Service and during this period the permanent Service Director for Family Services and Inclusion was appointed and has joined the BCP team.

5.3 An additional interim service director was needed between May and October to lead the self-assessment and base line analysis of where BCP is regarding Early Help and services for the most vulnerable young people, SEN/D services and the Virtual School for our Children in Care.

5.4 All these services need system wide restructure and improvement to meet the needs identified in the community, be fit for purpose and to enable 1 system to operate across BCP.

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CABINET



Report subject	Regeneration and Economy - Financial Update Q2 2019/20
Date	18 October 2019
Status	Public
Executive summary	<p>1. An improving position now forecasts a £472k 2019/20 pressure for Regeneration and Economy as at Q2 2019/20 (Q1: £1,233k)</p> <p>2. A number of initiatives are given in the body of the report, which it is anticipated will close the gap to ensure a balanced position is delivered for the 2019/20 financial year.</p>
Corporate Director	Bill Cotton, Corporate Director, Regeneration & Economy
Contributors	<p>Bill Cotton, Corporate Director, Regeneration & Economy</p> <p>Paul Whittles, Finance Manager – Regeneration and Economy</p>

Background

1. As part of BCP a newly created directorate, Regeneration and Economy, was established. This comprises activities from within Destination and Culture, Growth and Infrastructure and Development services.
2. These services are key to delivering BCP's ambitions and are crucial to residents, workers and visitors alike covering important areas including Tourism, Transportation, Property, Culture, Economic Development, Parking, Leisure, Major Projects and Planning.
3. The Budget and Performance Monitoring Report – 2019/20 Quarter 1 detailed a pressure related to Regeneration and Economy services totalling £1,233k due to the challenges of bringing together the 4 preceding authorities activities. Consequently, and understandably an update was requested to demonstrate how this pressure can be resolved.
4. Whilst many of the challenges remain the Regeneration and Economy services are pleased to report an improving position with the Q2 forecast now standing £761k better off with a £472k pressure.
5. Please find an update on the current position and future actions and endeavours to deliver a balanced budget.

Reasons for the improvement

6. Further to the Planning Policy base budget review meeting, a consistent approach to funding the services Local Development Plan and CIL activity has resulted in a £300k revenue benefit.
7. A review of income streams has determined an improved outlook regarding parking income (£89k), seafront income including the new Adventure Golf, catering and arcade (£65k), Upton Country House catering income (£20k) and Two Riversmeet Leisure Centre income (£15k).
8. A review and reassignment of budgets as BCP service structures stabilise has allowed the absorption of pressures within the Traffic Management (£25k), Museum (£35k) and Library services (£80k).
9. Managed reprofiling and rescheduling of some maintenance (bridges and structures) and development (Canford Beach Huts) activities has created a £105k in year benefit.

Issues still remaining

10. Staff redundancy costs within Property services (£120k).
11. Two Riversmeet staffing pressure (£130k). The inherited budget for Two Riversmeet did not reflect the historical staffing costs of operating the centre. This has been exacerbated by the erosion of economies of scale following disaggregation, plus the impact of new BCP vacancy drag and pay scales when compared to historic arrangements.
12. Highcliffe Castle has additional income pressures (£51k) from optimistic budgets which have been inherited, along with market changes particularly a reduction in weddings which is a trend across numerous other sites.
13. Highcliffe Castle utility cost pressures caused by an inadequate inherited budget and inflation (£37k).
14. Utility and maintenance costs pressures within Street lighting (£215k) and Upton Country Park (£26k) continue.
15. Concessionary fare journey numbers are comparable to the previous year. However, the disaggregated budget is insufficient for the demand led service, resulting in a pressure being experienced by the services. Latest modelling indicates a slight improvement from £373k to £346k.
16. £136k of income expectations between Seafront and Upton Country House are not expected to be realised.

Benefit still remaining

17. The renegotiated grammar school bus contract forecast benefit of £100k remains unchanged.

Future actions and endeavours

18. A number of options are available and being pursued to bridge the remaining £472k pressure forecast.
19. Additional income opportunities are being explored through both price refinements and improving the product offer. This includes local reviews such as Weddings held at Highcliffe Castle, changes to use of space at leisure centres to more desirable activities and specific catering outlet pricing, plus more comprehensive reviews already on the cabinet forward plan covering BCP Leisure Services and Car Parking.
20. Given the combined scale of the Regeneration and Economy activities, Procurement services will be engaged with to ensure our new collective bargaining power is exercised fully to drive costs down or improve quality, particularly in areas such as catering goods and utility costs.
21. All services are progressing with restructuring reviews and a vacancy freeze will be implemented to those services where core service delivery and income generation will not be jeopardised.
22. Depending on the conclusion of the East Cliff land slip insurance claim and a VAT test case, one off benefits of greater than £100k compared to current expectations could be forthcoming
23. Should there be difficulty in delivering savings and additional income either in full or in good time, then as a last resort the services will look to utilise reserves including the Regeneration and Economy Financial Resilience Reserve where appropriate.

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Environment & Community, Environment – Bereavement Services & Parks Services

Reason for the report

In the Q1 Corporate Budget Monitoring there was a net budget projected deficit of £810k with the pressure purely associated with the Environment Service Area. As part of the second quarter's budget monitoring report the Corporate Director for Environment and Community has been requested to report separately on the significant budget variances, details of the actions being undertaken and the extent to which their Directorate budgets can be brought to a balanced position for 2019/20. Of the £810k total, £610k relates to Bereavement Services and £200k relates to the Parks Service.

Explanation of the issues

Bereavement Services - Until 2017/18 the local authority cremation services operated without any direct competition and generated significant income for the preceding Councils. During 2018/19 a privately operated crematorium opened just outside the BCP conurbation which has directly impacted the number of cremations carried out by the Council. This was recognised during 2018/19 as the services failed to reach income targets, and a reduction of £350k was applied to the annual budget for 2019/20. Despite this, the full impact of the reduced number of cremations continues to adversely affect the service income target.

Parks Service – The concessions and chargeable activities operated within the service are below the budgeted targets, resulting from a combination of lower than forecasted income achievement and higher than budgeted costs. In addition, costs associated with hard landscaping activities are in excess of budget profile.

Next steps.

Bereavement Services - Phase 1 of a business case will be presented to Cabinet for consideration on the 11 December 2019. This will set out proposals for efficiencies within the service and consider options to reduce costs. In order to facilitate the expected options, it is likely that the Bereavement Services earmarked reserve will be used. It is hoped that implementation of the recommendations will begin before the end of the financial year, allowing for some in-year savings to mitigate some of the pressure. In terms of taking immediate action and ahead of the report to Cabinet, it is proposed to harmonise cremation, burial and associated fees and charges across BCP which should mitigate the budget pressure in year by a minimum of £30k. Increased advertising and awareness of the services provided is also underway and these actions have already positively affected the Q2 Corporate Budget Monitoring Report which has seen a reduction in the forecast deficit from £610k in Q1 to £567k in Q2.

Parks Service – The service is scrutinising all areas to increase efficiency and identify any early opportunities to eradicate duplication in service provision, equipment use and staff utilisation. These actions are already having a small impact on the forecast with a £7k reduction in the Q2 Corporate Budget Monitoring; and the Parks team are committed to further reduce operating costs across the BCP area to further mitigate the projected deficit.

In addition, short term savings expected as part of waste management activities should further mitigate the overall Environment Service budget position by £100k.

Consequently, the overall Environment Service projected deficit has reduced from £810k in Q1 to £670k in Q2.



CABINET

Report subject	Corporate Performance Management Update
Meeting date	13 November 2019
Status	Public Report
Executive summary	<p>This report provides an overview of performance at the end of September 2019 for BCP Council.</p> <p>The report has been informed by an interim basket of measures that provide the Council with a health check at a point in time.</p> <p>They have been sourced from data the Council provides as part of the statutory return process and other local measures identified by Service Units. These measures do not necessarily represent what will be reported once delivery plans underpinning the Corporate Strategy are in place.</p> <p>A table of all the measures at Appendix 1 shows progress from quarter 1 of 2019/20 and benchmarking data where this is available.</p> <p>The report also includes a link to interactive performance dashboards which have been developed for each Service Unit and it explains the proposals for reporting performance once the Corporate Strategy and delivery plans are in place.</p> <p>The report identifies some performance issues which are addressed in more detail in exception reports, attached as Appendix 2 to the report but it also identifies some key improvements.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>(a) Note overall Q2 performance levels</p> <p>(b) Consider the attached exception reports relating to areas of current adverse performance</p>
Reason for recommendations	<p>An understanding of performance against target, goals and objectives will help the Council understand and manage service delivery and identify emerging business risks.</p> <p>Performance measures can be used as indicators for timely intervention but should not be used in isolation as the sole measures of the organisation's success.</p>
Portfolio Holder(s):	Councillor Vikki Slade, Leader of the Council

Corporate Director	Julian Osgathorpe (Corporate Director for Resources)
Contributors	Bridget West - Head of Insight, Policy & Performance Vicky Edmonds – Policy and Performance Officer
Wards	All
Classification	For recommendation

Background

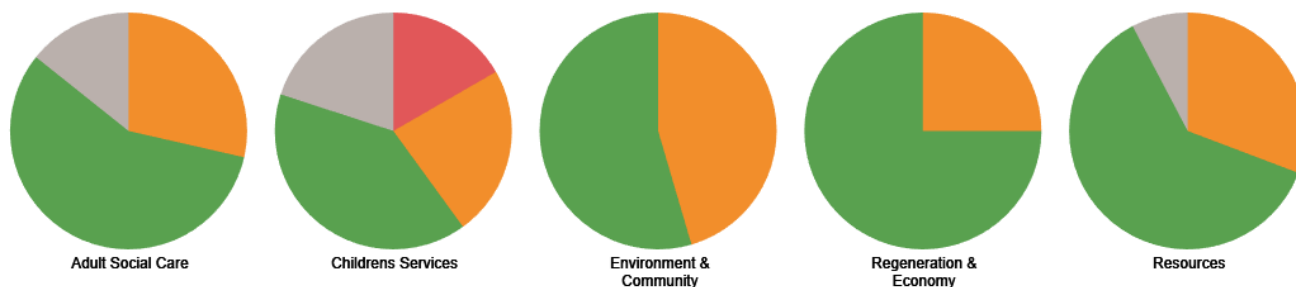
1. Typical corporate performance reports update the Council on how well it is working towards delivering the outcomes and objectives set out in it's Corporate Strategy.
2. The BCP Council Corporate Strategy was agreed by Cabinet on 9th October and was recommended for adoption by Council at its meeting on 5th November 2019.
3. Delivery plans will be developed for each of the priorities set out in the Corporate Strategy and will include desired outcomes and the key measures of success that will make up a corporate scorecard going forward.
4. In the meantime, performance data has been gathered from across the organisations service units to present a picture of performance at the end of quarter 2 for 2019/20.
5. The table of measures at Appendix 1 is an interim set of measures that have been selected by Service Directors on the basis that they show actual performance for the first six months of BCP Council being operational.
6. These measures do not present a balanced picture of performance across the whole of BCP Council, they offer a snapshot of current performance at a point in time.
7. The council is currently in a transitional space and this performance report should be read as an interim report.
8. Performance data is being collected in a variety of systems and reported in a variety of ways. That coupled with limited background data presents challenges to performance reporting in the short term.

Quarter 2 Performance

9. Performance is presented in an interim performance scorecard at Appendix 1, by Directorate and in interactive performance dashboards which you can access [here](#):

Directorate Overview

Click on a chart to see the measures for that directorate



10. In the absence of agreed targets for 2019/20, RAG ratings have been subjectively assessed in consultation with Service and Corporate Directors, using the available contextual data.
11. The scorecard highlights some challenges in Children Services but also some improvements in this and other areas since quarter 1 which include:
 - Reduction in repeat Child Protection Plans (ref 17)
 - Increase in the number of timely Child Protection Plan visits (ref 18)
 - Increased support to carers (ref 5)
 - Reduction in the number of households in bed & breakfast (ref 43)
12. Exception reports have been prepared for all the measures RAG rated as red. These provide some further detail on the actions being taken to improve performance.
13. Members should note that an aggregate outturn for 2018/19 has been included in the scorecard and officers have been asked to provide an estimated forecast outturn for 2019/20. These have helped to provide some context for the quarterly updates.
14. Outturns for 2018/19 are estimates. It is difficult to forecast and establish accurate historic aggregated outcomes as legacy councils have used different systems to collate and process data.

Monitoring the Corporate Strategy

15. Once key outcome measures and metrics have been agreed for the Council priorities, single and consistent methods of measurements can be determined and robust baseline data for 2019/20 can be gathered.
16. This year one baseline data will be key in setting robust or smart targets for the delivery plans that will underpin the Corporate Strategy.

17. The delivery plans will be presented to Cabinet for approval with the budget papers in February 2020.
18. Future performance will be assessed, or RAG rated against the targets set in the delivery plans. They may be national or local, but they should all align with the Council's priorities and relevant key partnership strategies and plans.
19. It is intended to report these quarterly to Cabinet using interactive performance dashboards demonstrated through the link above, which will be built around the Council's priorities.

Conclusion

20. The attached BCP Council Q2 performance provides a snap shot in time of the Council's performance. It is not linked to Corporate Strategy but reported as an interim measure to provide some indication of how well the Council is performing across Directorates.
21. It identifies some performance issues which Members should be aware of.
22. New corporate performance monitoring arrangements will be put in place once the delivery plan/s and associated measures have been approved by Cabinet in February.

Summary of financial implications

23. A separate financial monitoring report is being presented to this Cabinet meeting. This performance update has not identified any financial implications

Summary of legal implications

24. This performance report has not identified any legal implications.

Summary of human resources implications

25. This performance report has not identified any human resources implications.

Summary of environmental impact

26. This performance report has not identified any environmental implications.

Summary of public health implications

27. This performance report has not identified public health implications.

Summary of equality implications

28. Equality measures will be determined as part of the delivery planning process and integrated into future performance reports. This performance report has not identified any equality implications.

Summary of risk assessment

29. Any risks identified and mitigating actions are as shown in the commentary provided in Appendix 1, Exception Performance Reports and in the interactive dashboards.

Background papers

Council Strategy

Appendices

Appendix 1 – BCP Council Quarter 2 Interim Performance Scorecard 2019/20

Appendix 2 – Exception Performance Reports

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	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
GLZ Adult Social Care	1	Number of admissions of older people to permanent residential/nursing care (per 100,000 people)	↓	592.5	166.6 142 admissions	292.1 (249 admissions year to date)	664.0	585.6 2017/18 England Average	Avoiding permanent placements in care homes is a good measure of delaying and reducing dependency on formal social care services and is a national priority. Therefore lower numbers of admissions is better performance. This data has not been through a data quality validation process. Data Source: Adult Social Care Outcomes Framework (ASCOF).
	2	Number of delayed discharges from hospital attributable to Adult Social Care per 100,000 population	↓	1.31	0.40 (87 delayed days)	0.30 (107 delayed days)	1.31	3.10 2017/18 England Average	This measures effective joint working of health and social care in facilitating timely discharge. Therefore lower outturn is better performance. This data is based on the Adult Social Care Outcomes Framework calculation (based on latest data available April- 31 July 2019. Christchurch delays have been higher than anticipated hence higher outturn rate. Data Source: (ASCOF).
	3	The proportion of people who reported that risks have reduced as a result of a Safeguarding enquiry	↑	87%	95.20%	95.30%	95.00%	Local	Based on Section 42 enquiries between 01 July and 30 September 2019 (Higher percentage is better performance).
	4	Timeliness of delivery of aids within the home to support independent living	↑	84%	84.80%	Q2 data not available.	85.00%	Local	The timely provision of aids within the home can delay or reduce the need for more formal social care support, therefore a higher percentage of aids delivered within 3 working days is better performance. This is a local indicator from NRS Healthcare contract. Q2 data is not yet available, but July was 78.8% and August was 83.2%. Increased activity and absence of key staff has exacerbated lower performance.
	5	Proportion of carers who receive information/advice or another service after an assessment or review	↑	N/A	37.40%	81.80%	37.40%	Local	Not all adults receiving long term support will have a carer, therefore this indicator will never reach 100%. However a higher percentage is better performance. This is a local indicator. These carers are divided by the number of adults in receipt of a long term service.. Improvements in data capture over the last quarter has meant a positive impact on capturing activity and as a consequence much improved performance.
	6	Adults with a learning disability in paid employment	↑	3.73%	3.80%	3.90%	3.80%	6.00% 2017/18 England Average	This is based on adults in receipt of long term social care support who could be living in a care home or in the community in paid employment. Further work is ongoing to ensure that we have captured all adults who receive support within this indicator. Further to this we are planning a review of supported employment opportunities, with Children's Social Care and Health partners. Historically the percentage is low on a national basis <10% due to the level and nature of support received. Data Source: (ASCOF).
	7	Adults with a learning disability in in settled accommodation	↑	75.70%	68.70%	70.70%	69.00%	77.20% 2017/18 England Average	The percentage only includes those adults living in their own homes or with their families. Adults living in a care home or long stay residential unit are not included in the scope of settled accommodation. We are reviewing the use and reliance on residential care particularly in the Bournemouth area, by increasing the use of shared lives and supported living housing options. Higher percentage is better performance. Data Source: (ASCOF).

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
Q2 2019/20 Children's Services	8	Proportion of social worker positions covered by agency staff	↓	N/A	15.1%	13.6%	14.8%	2018 England - 15 SN - 16 Good/Outstanding - 12	This figure is provisional - will be updated once the Social Care Workforce return is completed (end of November) to allow for better comparison with benchmarks. Quarter 1 figure updated due to difference in methodology; now more closely aligned to social care workforce methodology, based on frontline social workers.
	9	Average number of cases per social worker	↓	N/A	18	19	18	2018 England - 17 SN - 16 Good/Outstanding - 17	This figure is provisional - will be updated once the Social Care Workforce return is completed (end of November), to allow for better comparison with benchmarks. This average disguises the variance in caseloads between teams and does not reflect vacancies not filled by agency workers and sickness.
	10	Proportion of contacts with a decision in 24 hours	↑	N/A	71.1%	81.6%	76.0%	N/A	5,106 contacts were received in Q2, a 17.5% increase compared to the previous quarter. The forecasted total for the year is 18,906. Remodelling of the front door to Children's Services is expected to reduce demand.
	11	Number (and rate) of referrals received	N/A	TBC	940 (124.8)	995 (132.1)	1935 (513.9)	2017/18 England – 553.2 SN – 551.2 Good/Outstanding – 521.2	995 referrals were received in Q2, up by 5.9% compared to the previous quarter. Benchmarking is an annual figure. Q2 data reflects only that period. Q1 figure updated.
	12	Proportion of contacts that progressed to referral	↑	N/A	25.9%	19.5%	21.7%	N/A	As the remodelling of the front door to Children's Services is embedded, the proportion of contacts that progress to referral should rise.
	13	Repeat referrals in 12 months	↓	N/A	24.0%	15.6%	24.0%	2017/18 England – 22% SN – 24% Good/Outstanding – 18%	This is not an area of performance concern but we continue to monitor. Our range tolerances are 22 or less green, 23-26 amber, 27 and above red.
	14	Timeliness of single assessments	↑	N/A	67.7%	65.9%	66.8%	2017/18 England – 83% SN – 77% Good/Outstanding – 86%	See Appendix B - Exception Performance Report.
	15	Number (and rate) of Children in Need	N/A	TBC	2,726 (362)	2,774 (368)	2,774 (368)	2017/18 England – 341.0 SN – 340.0 Good/Outstanding – 355.0	There were 2,774 children in need at the end of Q2, no significant change to the previous quarter. The rate of children in need includes all children open to Children's Social Care, including those with a child protection plan or looked after. We anticipate overtime that this rate per 10,000 will change, linked to the improvement work in the Early Help offer and the work with the DfE sponsored Partner in Practice - North Tyneside.
	16	Number (and rate) of Child Protection Plans	N/A	TBC	247 (32.8)	278 (36.9)	278 (36.9)	2017/18 England – 45.0 SN – 47.0 Good/Outstanding – 46.0	There were 278 children subject to a Child Protection Plan at the end of Q2. This is up by 12.6% compared to the previous quarter. We are curious about the rate per 10,000 as well as the number of children who are subject to CPP for 3 months, and this area of work is a key line of enquiry for the leadership team in quarter 3.

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
Children's Services	17	Percentage of Child Protection Plans that are repeats	↓	N/A	21.5%	17.7%	19.6%	2017/18 England – 20% SN – 22% Good/Outstanding – 19%	This definition includes children who have at any time in their life and wherever they have lived been subject to a Child Protection Plan which is a recognition that they were at risk of or suffering significant harm.
	18	Child Protection Plan visits on time	↑	N/A	88.8%	94.0%	91.4%	N/A	Visits to children subject to a Child Protection Plan should be undertaken at least every 20 working days, in line with the regulations. All children not visited on time are reviewed by Service Managers and the DCS has a line of sight to this.
	19	Number (and rate) of Children in Care	N/A	TBC	468 (62.2)	471 (62.6)	471 (62.6)	2017/18 England – 64 SN – 60 Good/Outstanding – 61	This is not an area of performance concern, but continues to be monitored.
	20	Proportion of Children in Care placed over 20 miles from home	↓	TBC	11.8%	15.1%	11.8%	2017/18 England – 19% SN – 21% Good/Outstanding – 20%	Where children are placed is not a performance concern, but the availability of different types of accommodation locally is a priority area of work for the coming year.
	21	Number (and proportion) of Children in Care who are missing out on education	↓	N/A	23 (8.9%)	31 (11.8%)	23 (8.9%)	N/A	See Appendix B - Exception Performance Report.
	22	Percentage of children in care in placements provided by the LA	↑	N/A	57.6%	60.9%	60.9%	2017/18 England – 53% SN – 57% Good/Outstanding – 54%	This is not an area of performance concern, but continues to be monitored.
	23	Care Leavers aged 19-21 in suitable accommodation	↑	TBC	95.7%	96.3%	95.70%	2017/18 England – 84% SN – 83% Good/Outstanding – 85%	Despite this good performance, we are committed to ensuring that every care leaver has the most appropriate accommodation. This performance includes children who are detained in custody.
	24	Number of Care leavers in B&B	↓	N/A	2	6	0	N/A	See Appendix B - Exception Performance Report.
	25	Care Leavers aged 19-21 in education, employment or training	↑	TBC	66.7%	58.5%	66.7%	2017/18 England – 51% SN – 54% Good/Outstanding – 55%	This is not an area of performance concern, but continues to be monitored.

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
ZZZ Children's Services	26	NEETs and Unknowns	↓	TBC	7% (497)	7.7% (548)	7.7% (548)	South West 6.3%	See Appendix B - Exception Performance Report.
	27	Number of Permanent Exclusions (and Rate) - Primary	↓	TBC	7 (0.03%)	7 (0.03%)	7 (0.03%)	2017/18 Academic Year England - 0.03%	There were 7 permanent exclusions. Data relates to 2018/19 Academic Year
	28	Number of Permanent Exclusions (and Rate) - Secondary	↓	TBC	97 (0.43%)	109 (0.47%)	109 (0.47%)	2017/18 Academic Year England - 0.2%	See Appendix B - Exception Performance Report.
	29	Good/Outstanding Early Years Providers	↑	TBC	95.7%	95.6%	95.7%	N/A	As at 1 October 2019. No benchmarking available.
	30	Good/Outstanding Schools (Primary)	↑		89.2%	90.0%	89.2%	Current: England - 87.5% South West - 84.4%	As at 30 September 2019. Remains better than comparators.
	31	Good/Outstanding Schools (Secondary)	↑		72.0%	75.0%	72.0%	Current: England - 76.2% South West - 71.1%	As at 30 September 2019. An improvement from Quarter 1 but remains just below the national average. This relates to 6 schools, all of which are academies.
	32	Good/Outstanding Schools (Special)	↑	N/A	100.0%	100.0%	100.0%	N/A	As at 30 September 2019. No benchmarking available.
	33	Percentage of 2 year old children benefitting from funded early education	↑	N/A	81.9%	100.0%	81.9%	N/A	Data reflects Autumn 2019 as at 14th October 2019. This percentage is derived from the number of eligible children from data supplied by the Department of Work and Pensions detailing children believed to meet the benefit and tax credit eligibility criteria.
	34	Troubled Families turned around	↑	64.0%	77.7%	89.0%	100.0%	March 2019 England – 49.9% South West – 58.3%	The BCP Troubled Families Programme is on track to turnaround 100% of it's target cohort and draw down the maximum payment by results funding for investment in early help.
	35	Number of EHCPs currently under assessment	N/A	N/A	162	131	125	N/A	The number currently under assessment is a provisional figure due to system change. In addition there were 2,396 active Education, Health and Care Plans at the end of quarter 2 of 2019/20. This is an area of strategic focus with a view to reducing this number.

BCP Council Q2 Interim Performance Scorecard 2019/20

Appendix 1

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
Children's Services	36	Timeliness of EHC Assessments	↑	N/A	74.7%	87.9%	74.7%	2018 England - 58% South West - 53%	Education, Health and Care Plan assessments should be completed within 20 weeks. This is not currently a performance concern.
	37	Number of children with an EHCP in specialist provision	N/A	N/A	1,012	1,010	1,010	N/A	There has been a 0.2% reduction in the number of children with and EHCP in specialist provision compared to the previous quarter. This is an area of strategic focus - the pattern of provision does need to be recalibrated in partnership with schools. This is linked, although not the only factor, to the pressure in the High Needs Block.

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
222 Environment and Community	38	The number of households helped by LEAP (Local Energy Advice Partnership)	↑	n/a	206	102	800	Local	Demand for a 'warm homes' service is traditionally less during Summer months. 145 referrals were taken, which were converted to 102 visits during the quarter. Some of these will be fulfilled in Q3, when demand is expected to increase as temperatures drop. Confidence levels remain high of achieving the Forecast outturn.
	39	Total household waste arising	↓	169,608 Tonnes	38,558.73 Tonnes	37,482.72 Tonnes	171,949.00 Tonnes	Local	Increased forecast outturn figure reflects household/population increase with no expected change in household collection methodology to influence the figure at this stage.
	40	Household waste recycled	↑	53.07%	53.95%	53.00%	53.07%	38.64%	Difference between Q1 figure and Annual is due the seasonal changes in material collection e.g. Garden waste. Benchmarking data from LGInform Single Tier Local Authorise based on 123 Authorities submitting data.
	41	Number of affordable homes delivered	↑	35	6	2	137	N/A	There is a significant pipeline of new build schemes being worked up on Council land. Plans are underway to create stronger partnerships with Registered Providers
	42	The number of positive homelessness prevention outcomes during the quarter	↑	1136	360	390	1250	Local	The number of households assisted to prevent homelessness has further increased in the quarter in comparison to previous quarter & year across BCP. The trend is expected to be maintained throughout the year.
	43	The number of households In B&B accommodation (under homeless provisions) at the end of the quarter	↓	78	84	69	78	Local	A reduction in the use of Bed & Breakfast is reported following the procurement of alternative temporary accommodation and strong homelessness prevention performance.
	44	Anti-social behaviour incidents	↓	15,230	3,720	3,881	15,202	N/A	The reported figures are from Dorset Police data as incidents of anti social behaviour is recorded differently across the three towns within BCP at the moment and this represents the most accurate ASB demand across the area due to most victims contacting Police in the first instance. Slightly increased from Q1, expected across the busier Summer months.
	45	Private sector enforcement - Cat 1 Hazards removed	No clear polarity	24	7	7	28	Local	If a hazard is a serious and immediate risk to a person's health and safety, this is known as a Category 1 hazard.
	46	Out of hours noise complaints responded to within 45 mins	↑	N/A	96.60%	98.00%	95.00%	Local	As expected Q2 was busy in Bournemouth with 141 visits outside of normal hours in response to noise. Some reports came in at similar times and were prioritised or responded to as soon as possible after dealing with an existing issue. Poole and Christchurch achieved 100%. Levels of service remain slightly different.
	47	Food hygiene rating where the rating has increased or is at 5	↑	80%	80.50%	80.80%	81.00%	South West 80.3% National 76.1	Food businesses are given a Food Hygiene Rating from 0 to 5, with 5 being the best. The indicator reports the percentage of businesses where the food hygiene rating has either increased or stayed at the highest rating. Hence it provides outcome data on the impact of the BCP food premises inspection programme.
	48	Trading standards investigations resulting in the successful resolution of consumer detriment	↑	662	144	200	576	Local	Measures a range of issues where consumers have requested or reported significant detriment, and where subsequent intervention by Trading Standards resulted in resolution.

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
G22 Regeneration and Economy	49	Number of Blue Flags awarded to our beaches	↑	8	9	n/a	9	Brighton & Hove - 2 Torbay - 6 Blackpool - 0	Blue flags are awarded in May/June each year. An additional Blue Flag for Manor Steps was achieved this year exceeding the 8 flags targeted for retention.
	50	Number of Seaside Awards awarded to our beaches	↑	13	14	n/a	14	Brighton & Hove - 4 Torbay - 10 Blackpool - 4	Seaside Awards are announced in May/June each year. An additional Seaside Award for Manor Steps was achieved this year exceeding the 13 Seaside Awards targeted for retention.
	51	Number of visits to the physical libraries	↑	1,733,151	415,822	459,552	1,733,151	CIPFA Benchmark against family group - no set target	Physical visits to the library using electronic devices to count the number of people using the libraries. Physical visits will vary throughout the year and we are tracking performance and trends for physical visits and online use. 10.5% increase on the Q1 figures. On target for the 2019/20 outturn.
	52	Number of events/activities held in the libraries	↑	12,313	3,366	3,121	13,500	Local	Events held cover Information, Digital, Health, Reading and Culture. Number of events is slightly down mid year (although take-up has increased). Anticipate scheduled events will increase in the second half of the year.
	53	Take up of libraries events by Adults	↑	73,548 Adults	21,707 Adults	23,423 Adults	83,000 Adults	Local	Adults attending events held by the library service. Please note, the figure for take up from Dorset libraries was not counted in the same way so has been excluded from the 2018/19 figure. 7.9% increase on the Q1 figures. On target for the 2019/20 outturn.
	54	Take up of libraries events by Teens/Children	↑	56,397 Teens/Children	15,800 Teens/Children	19,073 Teens/Children	63,500 Teens/Children	Local	Teens and Children attending events held by the library service. Please note, the figure for take up from Dorset libraries was not counted in the same way so has been excluded from the 2018/19 figure. 20.7% increase on the Q1 figures. On target for the 2019/20 outturn.
	55	Major planning applications determined on time	↑	76.10%	80.00%	86.70%	84.00%	88.00%	Q2's performance has improved compared with Q1 with numbers determined up by 50%. Benchmarking data is from www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics for 2018/19 Q2 for Unitary Authorities who supplied data.
	56	Minor planning applications determined on time	↑	84.20%	88.00%	81.00%	85.00%	86.00%	Q2's performance has fallen slightly compared with Q1 but numbers determined are up on Q1. Benchmarking data is from www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics for 2018/19 Q2 for Unitary Authorities who supplied data.
	57	Other planning applications determined on time	↑	91.90%	93.00%	85.20%	89.00%	90.00%	Q2's performance has fallen slightly compared with Q1 but numbers determined are up on Q1. Benchmarking data is from www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics for 2018/19 Q2 for Unitary Authorities who supplied data.

922 Resources	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
	58	Staff sickness - the average number of days sick per employee per quarter	↓	Q4 - 2.9 (Bmth & Poole only)	2.3	2.8	3.0 (Q4)	2.8	Historically this figure has been reported as a rolling annual figure. As a new organisation we are not in a position to do this so the figure is reported as a quarterly average. Benchmarking data is from LGInform data for Q4 2018/19 submissions and is based on data supplied by 6 UA's.
	59	Staff Turnover	No clear polarity	Q4 - 11.24% (Bmth & Poole only)	9.99%	9.60%	N/A	13.00%	Benchmarking data is from LGInform annual data for 2017/18 and is based on data supplied by 25 local authorities.
	60	Number of Followers on Twitter	↑	39,015	25,111	25,987	27,150	Local	This is the total number of people who have chosen to 'Like' the BCP Council corporate Twitter feed; duplicates have been removed. Accounts could not be merged on Twitter – rather than starting from scratch, the account with the most followers was adopted for BCP, as this already had 25% shared followers with the other preceding council accounts. A redirection campaign was undertaken on preceding council Twitter accounts prior to deactivation.
	61	Number of Community Members on Facebook	↑	34,902	35,902	37,368	38,800	Local	This is the total number of people who have chosen to 'Like' the BCP Council corporate Facebook feed; the preceding accounts of Bournemouth and Poole were merged to create one account.
	62	Email news engagement - Total Number of Subscribers	↑	32,312	35,399	34,968	36,360	Local	Numbers are aggregated for all external emails, which cover a range of topics that residents and others proactively subscribe to.
	63	Email news engagement - Percentage open rate	↑	N/A	47.70%	42.20%	47.70%	38.00%	This is the average percentage of recipients who open the email.
	64	Percentage of FOI requests responded to within statutory deadline (20 working days)	↑	N/A	74.00%	81.00% (as at 30/09/2019)	87.00%	90.00%	This figure is a snapshot calculated at the end of each quarter and only includes requests which have been responded to. Dates have been added to the data to clarify when the calculation was taken. More requests received in Q1 (263 requests in total) have now been responded to and the performance for Q1 is now at 74% (previously 82%). Performance in Q2 (342 requests) is currently showing an upward trend compared to Q1. The Q2 figure is likely to change when those requests outstanding have been added to the calculation. Information Asset Advisors are still adjusting to a new Request For Information process across the Council and in different locations for which the IG Team are working with IT & IS to improve. The 90% Benchmark figure is the National Standard. The forecast outturn figure is based on outturn figures for Bournemouth and Poole performance for last year.
	65	Percentage of incidents handled by IT & IS and completed within agreed timescale.	↑	61.43%	53.87%	54.44%	60.00%	Local	3,665 incidents were handled in the first quarter 19/20. 3,785 were handled in the second quarter 2019/20. There are high incident numbers and low percentage completion rates in April due to the large volume of support requests following the go live of BCP in April 2019 against a background of 25% less staff. As expected the number of tickets fell considerably during August due to the Summer Holidays but quickly rose back to normal levels in September. Performance wise, the percentage of tickets being completed within the agreed targets rose in September, despite the number of tickets going up.

	No.	Indicator Description	Good Performance is...	2018/19 Estimate aggregate outturn	Q1 Figure 2019/20	Q2 Figure 2019/20	Forecast outturn 2019/20	Benchmark Figure	Comment
Resources	66	Percentage of service requests completed by IT and IS within agreed timescale	↑	81.80%	78.01%	78.75%	80.00%	Local	4,665 requests were handled in the first quarter of 19/20. 4,483 were completed during the second quarter.
	67	Percentage of Council Tax collected	↑	97.50%	28.51%	55.12%	97.50%	96.80%	The benchmarking figure is an annual figure for 2017/18 whilst the Q1 figure represents the percentage of the year's total collected to date. As at Q2 Collection is on target to meet Forecast Outturn.
	68	Percentage of Business Rates Collected	↑	98.10%	30.59%	57.30%	98.30%	98.30%	The benchmarking figure is an annual figure for 2017/18 whilst the Q1 figure represents the percentage of the year's total collected to date. As at Q2 Collection is on target to meet Forecast Outturn.
	69	Time taken to process new benefit claims	↓	16	16	15*	16	21	Aim to process benefit claims within 19 days. *Data on average processing time available to end of August as at time of report.
	70	Time taken to process change of circumstances	↓	6	6	4*	6	6	Aim to process changes of circumstance within 10 days. *Data on average processing time available to end of August as at time of report.

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Exception Performance Reports – Quarter 2 for 2019/20

Indicator Description: 14) Timeliness of single assessments	
2019/20 Q2 outturn: 65.9%	Quarterly Target: 83% - National average
Reason for level of performance: Performance reflects some challenges with capacity from one of the predecessor councils, and as assessments are completed out of timescales performance figures dropped. The service has continued to address and make a positive difference in October.	
Actions taken or planned to improve performance: Capacity in the teams is greatly improved through the restructure and increasing equity in staffing across the assessment teams. An improvement plan has been in place and progressing, and there is a high level of management oversight in relation to ensuring that progress is made and the new Service Director owns this.	
Completed by: Jane White, Service Director	
Service Unit: Children's Social Care and Youth Offending	
Indicator Description: 21) Number (and proportion) of Children in Care who are missing out on education	
2019/20 Q2 outturn: 31 (11.8)	Quarterly Target: No target set
Reason for level of performance: This represents 31 children who were missing out on education (CMOE) at the end of the second quarter. It is attributed to those children not on roll, those on part-time timetables and those in hospital or in secure accommodation.	
Actions taken or planned to improve performance: We have implemented a new Children Missing Out On Education Panel to commission effective provision and education pathways, which also enables a clean line of sight by Service Director. The first panel was held in October 2019 with a focus on children in care. We are developing a Virtual School Improvement Plan this term, in line with good and outstanding local authorities. This improvement plan includes a commissioned peer review by the National Association of Virtual School Heads in February 2020. In line with best practice the new leadership team has now set up a governance board for the Virtual School, the inaugural meeting taking place in October 2019. This is a joint board with education leads, health leads and officers from BCP Council.	
Completed by: Sharon Buckby, Interim Service Director	
Service Unit: Inclusion and Family Services	

Exception Performance Reports – Quarter 2 for 2019/20

Indicator Description:

24) Number of Care Leavers in Bed & Breakfast

2019/20 Q2 outturn: 6	Quarterly Target: 0
Reason for level of performance: The lack of alternative accommodation for care leavers has led to 6 care leavers being placed in Bed & Breakfast accommodation this quarter.	
Actions taken or planned to improve performance: The service is working with housing colleagues to support our care experienced young people to access suitable accommodation. In October we have now identified 6 new bedsits for our young people to move into in collaboration with colleagues. All young people who are not in suitable accommodation have robust risk assessments and the plan is to move them on as soon as possible. Children's Social Care will be setting up a partnership board to meet regularly and support our care experienced young people as corporate parents. However, sufficiency of care placements and housing options prior to and including permanent tenancy options are insufficient and this is a priority area of work for the council.	
Completed by: Jane White, Service Director	
Service Unit: Children's Social Care and Youth Offending	

Indicator Description

26) Percentage of NEETs and Unknowns (and number)

2019/20 Q2 outturn: 7.7% (548)	Quarterly Target: 6.3% South West average
Reason for level of performance: This performance is largely as a result of young people disengaging from education in the latter part of Year 12.	
Actions taken or planned to improve performance: A new approach will improve follow up action and tracking from earlier on in the school year. A new BCP-wide delivery model will improve performance in terms of tracking young people's EET status and will also provide support for NEET young people to re-engage in education, employment and training as well as effective careers advice, information and guidance at Year 11 and continued support in post 16 for vulnerable groups. This will include an improvement in follow up action, tracking and interventions from an earlier point in the school year, based on the previous good performance in one of the predecessor councils, in which performance was in the highest quartile. The majority of our young people NEET are from vulnerable cohorts, and as such we are developing a NEET strategy including supported employment opportunities, particularly children in care, mentoring and the implementation of Project Search for our young people with SEND.	
Completed by: Sharon Buckby, Interim Service Director	
Service Unit: Inclusion and Family Services	

Exception Performance Reports – Quarter 2 for 2019/20

Indicator Description:

28) Number of Permanent Exclusions (and Rate) - Secondary

2019/20 Q2 outturn: 109 (0.47%)**Quarterly Target:**

0.2% national average 2017/18

Reason for level of performance:

This reflects a position in 2018/19 with a high level of exclusions from secondary schools in BCP. It reflects a national issue where exclusions have been used as a tool to manage behaviour rather than utilising the wider system support available and catching issues earlier through early help.

Actions taken or planned to improve performance:

A joint strategy with schools is being developed to address Inclusion and in particular the support around children, pre-exclusion. In partnership with schools, in September 2019 we co-produced a new BCP Managed Moves Protocol to support earlier interventions within a schools-led system.

Additionally, we are in the process of strengthening our Early Help service offer with a single point of contact for each school, building the capacity of schools to intervene earlier.

Finally, a school conference in November 2019 will support a strategy for commissioning effective pre-exclusion support and intervention as part of the Alternative Provision Review.

Completed by: Sharon Buckby, Interim Service Director**Service Unit:** Inclusion and Family Services

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CABINET

Report subject	Adoption of Bournemouth, Christchurch, Poole and Dorset Waste Plan
Meeting date	13 November 2019
Status	Public Report
Executive summary	To request Cabinet to recommend to Council that the “main modifications” recommended by the Inspector appointed by the Secretary of State be accepted and the Bournemouth, Christchurch, Poole and Dorset Waste Plan be adopted
Recommendations	<p>It is RECOMMENDED that:</p> <p>Cabinet recommends the Bournemouth, Christchurch, Poole and Dorset Waste Plan to Council and requests that Council:</p> <ul style="list-style-type: none"> (a) resolves to adopt the Plan subject to its inclusion of the main modifications that are appended to the Inspector’s Report; (b) confirms that the formal adoption date will begin two weeks from the date Council resolved to adopt the plan; (c) delegates to Director of Growth and Infrastructure in consultation with Portfolio Holder for Strategic Planning: <ul style="list-style-type: none"> (i) any additional (non-material) modifications to the Plan which were the subject of consultation, together with any other additional modifications which benefit the clarity of the Plan; (ii) authority to expedite any technical/procedural matters associated with adoption of the plan, including those connected with Dorset and BCP Council’s role as Competent Authority on matters relating the Habitats Regulations Assessment of the Plan.

Reason for recommendations	<ol style="list-style-type: none"> 1. To ensure BCP Council has an up-to-date statutory planning framework for waste matters. This will enable BCP Council to plan positively for future waste needs in compliance with national policy and consider planning applications for waste development. 2. To comply with the requirements of the statutory/consequential orders which require a council-wide local plan by 2024.
Portfolio Holder(s):	Councillor Margaret Phipps, Portfolio Holder for Strategic Planning
Corporate Director	Bill Cotton (Corporate Director of Regeneration and Economy)
Contributors	<p>Julian McLaughlin, Director of Growth and Infrastructure</p> <p>Mark Axford, Interim Head of Planning (Bournemouth)/Planning Policy Manager</p> <p>Nicholas Perrins, Policy Manager</p> <p>Malcolm Hodges, Senior Planning Officer</p> <p>George Whalley, Team Leader (Planning Policy)</p>
Wards	All
Classification	For Recommendation

Background

- 1 Since Dorset's local government re-organisation in April 2019 responsibility for waste planning matters now rests with Dorset Council and BCP Council. The new Waste Plan is intended to provide an up to date spatial strategy and policy framework to meet the waste needs of Dorset up to 2033 as well as detail in the form of site allocations and development management policies.
2. Following various public consultation stages the draft Waste Plan was submitted to the Secretary of State in March 2018 for consideration at an examination led by an independently appointed Inspector. Following the hearing sessions in June 2018, modifications that were deemed necessary to make the plan sound were consulted on before the inspector issued his final report at the end of January 2019. The inspector concluded that the plan was legally compliant and sound, subject to the modifications set out in his report.
3. The adoption of the Waste Plan will represent the culmination of a substantial amount of work which has involved extensive liaison with local residents, the waste industry, waste management authorities, statutory bodies and other interested parties and several consultation stages. It provides the principal mechanism for the consideration of planning applications for waste development

and it seeks to ensure waste needs can be met in a sustainable manner by moving waste up the Waste Hierarchy (i.e. prevention / reuse / recycling / recovery / disposal), thereby seeking to treat any residual waste that cannot be prevented, reused or recycled as a resource before pursuing the last resort of disposal. As a consequence of this approach the Waste Plan does not propose the allocation of any landfill sites and instead promotes a range of waste management facilities and infrastructure ranging from strategic sites to household recycling centres. It is essential in providing the policy basis for the delivery of municipal waste management as well as commercial, industrial and certain specialised waste streams.

The Inspectors Report

4. The Inspector's report is accompanied by a schedule of main modifications. The report confirms that although there are a large number of modifications, they do not significantly alter the thrust of the overall strategy. The Inspector concludes that, subject to the inclusion of the modifications, the plan is legally compliant and sound.
5. The Inspector can only recommend main modifications put before him by the Waste Planning Authorities if invited to do so by the Waste Planning Authorities. It follows that the modifications attached to the report are those which were acceptable to the Waste Planning Authorities (having regard to the views of interested parties and under the guidance of the Inspector).
6. The three sites located within BCP that were proposed as allocations in the Pre-submission draft plan (see site profiles including modifications at Appendix 1) have been retained in the plan by the Inspector following the examination subject to the inclusion of the proposed main modifications. The sites are;
 - Eco Sustainable Solutions, Parley
 - Land at Canford Magna, Poole
 - Land at Mannings Heath Industrial Estate, Poole
7. The reasoning for requiring the inclusion of the main modifications for these sites can be found in paragraphs 116 to 129 of the Inspector's examination report (see Appendix 2 link) with the detailed wording of the modifications being included on pages 43 to 46 of the Schedule of Modifications (see Appendix 3 link).

Adoption of the Plan

8. Under the provisions of Section 23(5) of the Planning and Compulsory Purchase Act 2004 (as amended), it is the responsibility of the Waste Planning Authorities to adopt the Waste Plan. The plan can only be adopted subject to inclusion of

the main modifications. For this reason it is recommended that the plan be adopted with the inclusion of the main modifications.

9. As the Plan covers the administrative areas of Bournemouth, Christchurch and Poole Council (BCP) and Dorset Council it will need to be adopted by both authorities. To allow for the necessary processes to take place it is recommended that the formal adoption date is two weeks after both resolutions have been secured. Dorset Council has already resolved to adopt the Plan in July 2019. Therefore, the formal adoption date would be two weeks after Council makes a similar resolution.
10. From the date of adoption, there will follow a 6-week legal challenge period. During this period interested parties have the right to challenge the plan on legal/procedural matters only under the provisions of the Planning and Compulsory Purchase Act 2004.

Concluding Comment

11. The adoption of the Waste Plan will provide BCP Council and Dorset Council with an up-to-date policy. Having a plan that accords with the latest national policies will provide both Authorities with greater certainty in securing acceptable development that provides for waste needs across the whole of Dorset.

Summary of financial implications

12. Minerals and waste local plan production is currently the subject of a service level agreement (SLA) between BCP and Dorset Council which includes a fixed cost element for the day-to-day provision of the service by minerals and waste planners at Dorset Council. There are no immediate budget implications associated with adoption of the Waste Plan, although there is a right of legal challenge for a six-week period immediately following the adoption of the plan. In the event of such a challenge there may be legal costs associated with defending the challenge.
13. If the Council opts not to adopt the plan, it would expose BCP and Dorset Councils to the risk of on-going significant costs in dealing with planning appeals and having to commission extra evidence to justify its decisions on waste applications. This is because there would not be an up-to-date waste development plan and so the presumption in favour of sustainable development would prevail, with decisions having to be judged directly against the NPPF. It would also pose a risk to the waste management responsibilities of BCP Council in terms of planning to meet future needs.

Summary of legal implications

14. The Planning and Compulsory Purchase Act 2004 requires Mineral and Waste Planning Authorities to prepare planning policy documents making up a Minerals and Waste Local Plan. By agreement Dorset Council undertakes work on

minerals and waste planning policy documents on behalf BCP Council as well as the rest of Dorset.

15. As the Waste Plan covers the administrative areas of BCP and Dorset Councils it will need to be adopted by both Councils. If the plan is not adopted by both Councils then there would not be an up-to-date development plan in place and so the presumption in favour of sustainable development would prevail, with decisions on waste proposals having to be judged directly against the NPPF.

Summary of human resources implications

16. The continuation of the joint approach for the production of minerals and waste planning documents and the use of Dorset Council's Minerals and Waste Policy Team to undertake much of the work through a service level agreement (SLA) produces efficiencies in human resources terms.

Summary of environmental impact

17. The Plan has been the subject of Sustainability Appraisal (SA) on an ongoing basis throughout the production process. SA is a method for considering the significant effects of planning policy documents in relation to sustainable development. It is a legal requirement under the European Strategic Environmental Assessment (SEA) Directive (2001/42/EC) which requires assessment of the effects of certain plans and programmes on the environment as well as on social and economic objectives.
18. The Plan has also been subject to Habitats Regulations Assessment for impacts on European designated sites at each stage of its production.

Summary of public health implications

19. The adoption of the Waste Plan will enable BCP and Dorset Councils plan positively for Dorset's waste needs up to 2033 and will enable both Councils meet their waste management responsibilities.

Summary of equality implications

20. An Equality Impact Screening has been completed at each stage of the Waste Plan production process. No adverse impacts in terms of equalities have been identified.
21. Dorset Council (and formerly Dorset County Council) also subjected the Waste Plan to Equalities Impact Assessment and took into account the results of the assessment during the preparation of the plan.

Summary of risk assessment

24. If the Waste Plan is not adopted this would present a risk to strategic priorities and opportunities on the basis that the two Dorset waste planning authorities would be failing to maintain an up-to-date policy framework for waste in accordance with statutory requirements. This would undermine the Council's

ability to meet environmental and community priorities as there would be an increased risk of inappropriate development taking place on appeal.

Background Papers

- Modified version of the Pre-Submission Draft Waste Plan
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/new-waste-plan/wpsd-09-modified-version-of-the-pre-submission-draft-waste-plan-chapters1-14.pdf
- Modified version of the Pre-Submission Draft Waste Plan Appendices
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/new-waste-plan/wpsd-09-modified-version-of-the-pre-submission-draft-waste-plan-appendices.pdf

Appendices

Appendix 1 - BCP Site Profiles - extracts from Modified Pre-Submission Draft Waste Plan Appendices (attached)

Appendix 2 - Waste Plan Inspectors Report on Examination

www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/new-waste-plan/inspectors-report-on-waste-plan.pdf

Appendix 3 - Waste Plan Schedule of Main Modifications

www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/new-waste-plan/main-modifications-appendix-to-inspectors-report-on-waste-plan.pdf

Inset 7 - Eco Sustainable Solutions, Parley

This is an existing waste management facility incorporating a range of activities including inert recycling, green waste composting, road sweeping recycling and recovery, wood recycling and biomass. There are also permitted activities that benefit from planning permission but are yet to be developed.

There is scope to re-develop and intensify waste management uses on this site and increase the capacity to manage larger quantities of waste and provide the ability to manage waste further up the waste hierarchy. The proposed uses are likely to replace permitted, undeveloped uses.

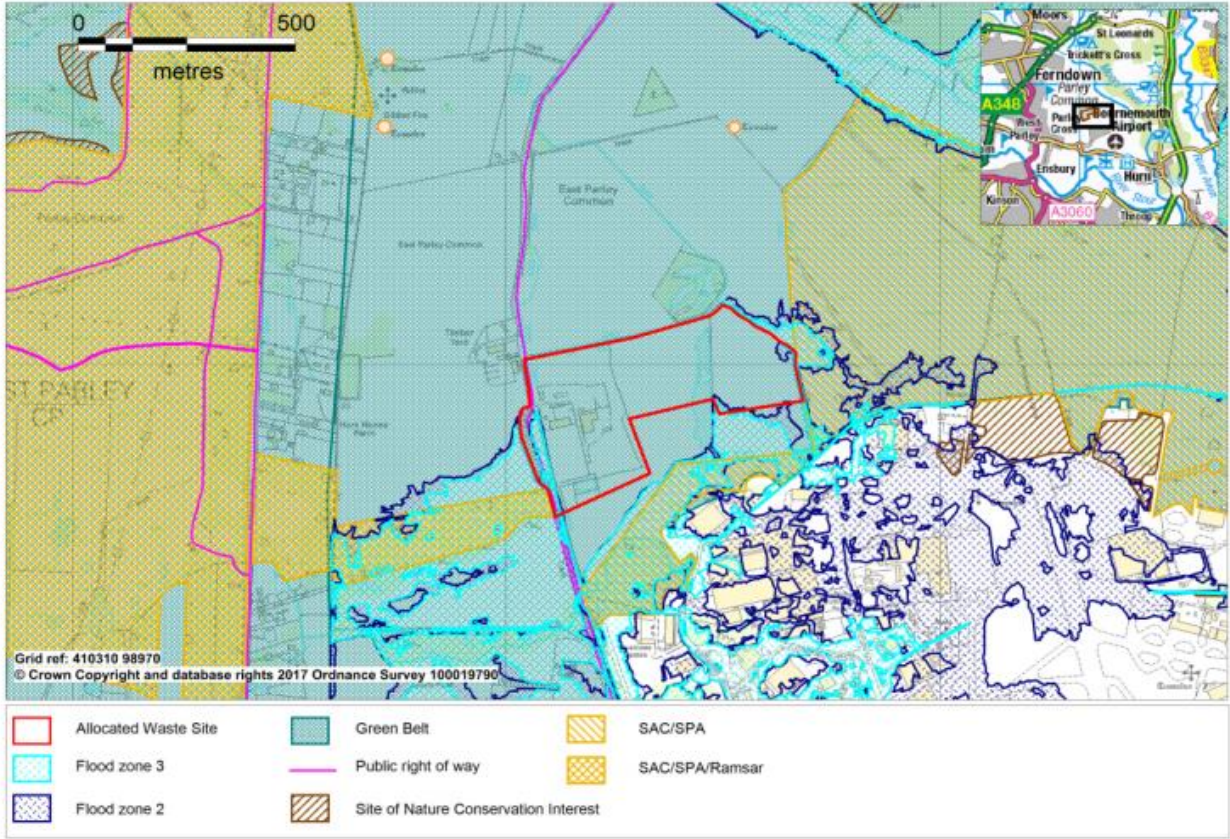
Parish Council/Ward	Hurn Parish, Christchurch
Site area	16.06ha
Existing land use	Existing waste management facility incorporating, inert recycling, open-windrow composting, wood recycling and biomass and road sweepings recycling and recovery. Anaerobic Digestion and Solid Recovered Fuel Facility (permitted not developed)
<u>Proposed uses</u> <u>Allocated uses</u>	Opportunities for intensification <u>and redevelopment</u> of the site including the management of non-hazardous waste. <u>Waste management facilities, including incineration, that would lead to adverse effects upon the integrity of European Sites will not be acceptable.</u> (MM AS7.9)
Potential additional capacity	Site has been assessed for its potential to manage circa 160,000tpa of residual waste <u>Exact capacity will be assessed in connection with individual proposals.</u> (MM AS7.10)
Sensitive Receptors/designations	Site lies within the SE Dorset Green Belt One residential property lies within 250m

Development Considerations

1. The applicant must provide sufficient information to enable the Waste Planning Authority to carry out screening and, if necessary, appropriate assessment at the planning application stage in accordance with the Conservation of Habitats & Species Regulations 2017. Where relevant, this should include studies that demonstrate that any emissions from development will not impact on the features (species and habitats including lichens and bryophytes) of the nearby European Sites. (MM AS7.1)
2. Long-term restoration of surrounding heathland given the site's proximity to ecological designations.
3. ~~Given the sites location, next to Aviation Park West, Bournemouth Airport and other large developments, opportunities for combined heat and power should be explored and provided if practicable.~~ (MM AS7.2)
4. The issues of appropriate ~~stack~~ height, building orientation, colour and lighting must be addressed with regards to aerodrome safeguarding (including radar reflections and shadows) and minimising landscape impacts. (MM AS7.3)
5. Any increased traffic would rely upon the improved Chapel Lane access and internal site infrastructure included within the 2015 Planning permission. Mitigation to address congestion in the area likely to be in the form of a contribution towards B3073 corridor improvements.
6. There should be no net loss of capacity for waste streams that would affect the Waste Plan's spatial strategy. Latest figures should be drawn from published monitoring reports, other relevant information and discussions with the Waste Planning Authority.
7. Suitable controls to minimise odour from the site to acceptable levels will be required.
8. Development of a comprehensive landscape and ecological scheme for the site, with particular attention to mitigation enhancement opportunities for the eastern fields, that are very susceptible to development, and detailed design considerations to minimise visual impacts from any associated stack.
9. ~~Development should demonstrate that there would be no further harm to the openness and purpose of the Green Belt~~ Given the sites location within the South-East Dorset Green Belt, applications will be considered against national policy and Waste Plan Policy 21. High standards of design and landscaping will be expected for development within the Green Belt. (MM AS7.4)
10. ~~Application of the sequential test required as small parts of the site are situated within flood zones 2 and 3~~ Preparation of a Flood Risk Assessment to assess fluvial flood risk, other sources of flood risk and management of surface water. No built development should take place within flood zones 2 and 3. Proposals should also demonstrate that there will be no adverse effects on flood risk mitigation measures required to develop the adjacent employment site. (MM AS7.5)

11. Development must include measures to protect land and groundwater from contamination and oil storage. (MM AS7.6)
12. Given the proximity of the site to the airport, developments should demonstrate, through the preparation of a Bird Management Plan, that there are no unacceptable bird strike hazards arising from proposals. (MM AS7.7)
13. Consideration should be given to the creation of a buffer zone in the south-east section of the site and a carefully designed surface water drainage system to help ensure no hydrological effects on the European Sites. (MM AS7.8)

Inset 7 - Eco Sustainable Solutions, Parley



Inset 8 - Land at Canford Magna, Poole

This is an existing complex of waste management facilities adjacent to the former White's Pit landfill sites, including an Mechanical Biological Treatment Plant (MBT), a landfill gas compound and a Materials Recovery Facility (MRF). Permission has also been granted for the development of a Low Carbon Energy Facility (partly constructed), a standalone syn-gas production facility and an extension to the operational MRF.

This is an established facility, with dedicated access and with a relatively small number of sensitive receptors in the vicinity. The site is in the South East Dorset Green Belt but is classified as previously developed land identified in Poole's Development Plan as a Major Developed Site in the Green Belt (MM AS8.1)

There are opportunities to intensify waste management uses to manage larger quantities of waste and provide the ability to manage waste further up the waste hierarchy, within the existing site and on land to the west.

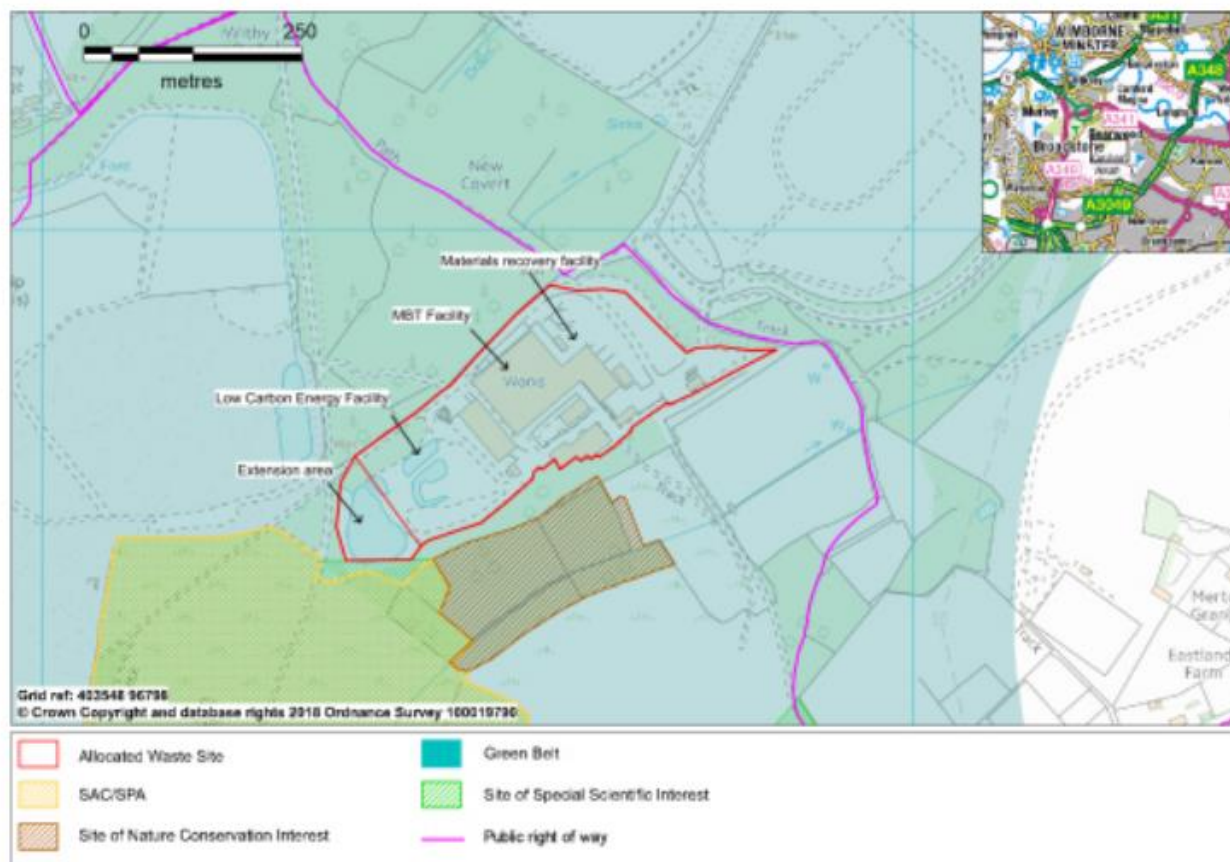
Parish Council/Ward	Merley and Bearwood Ward, Borough of Poole
Site area	6.77ha Existing site - 6.08ha Extension - 0.66ha
Existing land use	Existing waste management facility incorporating a mechanical biological treatment plant, a landfill gas compound and a materials recovery facility. Low carbon energy facility (partly constructed)
Proposed uses Allocated uses	Opportunities for intensification <u>and redevelopment</u> of the site including the management of non-hazardous waste. <u>Waste management facilities, including incineration, that would lead to adverse effects upon the integrity of European Sites will not be acceptable (MM AS8.7)</u>
Potential additional capacity	<u>Site has been assessed for circa 25,000tpa of additional capacity for residual waste management</u> <u>Exact capacity will be assessed in connection with individual proposals (MM AS8.6)</u>
Access	As existing, the site has a 1km dedicated hard surfaced haul road to light controlled junction on the A341, Magna Road
Sensitive Receptors	Canford Park Arena and sports ground is adjacent to the northern boundary of the site. There are no residential properties within 250m

Development Considerations

1. The applicant must provide sufficient information to enable the Waste Planning Authority to carry out screening and, if necessary, appropriate assessment at the planning application stage in accordance with the Conservation of Habitats and Species Regulations 2017. This should include as a minimum, Phase 2 surveys for Annex 1 birds to inform as assessment of the effects of development on the populations on site and in surrounding areas. Where relevant, this should also include studies that demonstrate that any emissions from development will not impact on the features (species and habitats including lichens and bryophytes) of the nearby European Sites. (MM AS8.2)
2. Preparation of a landscape design and management plan to include retention of existing vegetation including existing trees and woodland strip to provide a buffer between the site and the SNCI and to reduce visual impacts
2. Ecological mitigation likely to be required due to extension of the site and given proximity of the SSSI. This should include the mitigation of any loss of wet habitat from future development and an appropriate buffer from the SSSI. (MM AS8.3)
3. Consideration given to how the continued use of the existing site may affect restoration of White's Landfill Site and potential biodiversity enhancements.
4. Given the site's location within the South-East Dorset Green Belt, applications will be considered against National Policy and Waste Plan Policy 21. High standards of design and landscaping will be expected for development within the Green Belt. (MM AS8.4)

Insert new Plan which has been amended to include bridleway 118, SPA/SAC/SSSI and remove reference to aggregates washing plant (MM AS8.5)

Inset 8 - Land at Canford Magna, Poole



Inset 9 - Land at Mannings Heath Industrial Estate, Poole

Mannings Heath is in a good strategic location, situated within an industrial area, allocated employment land with relatively good access. There are a number of waste management uses on the wider industrial estate.

The site comprises an existing waste transfer station dealing with the receipt, bulking and transfer of commercial and industrial waste. The site consists of a group of waste processing, workshop, maintenance and office buildings.

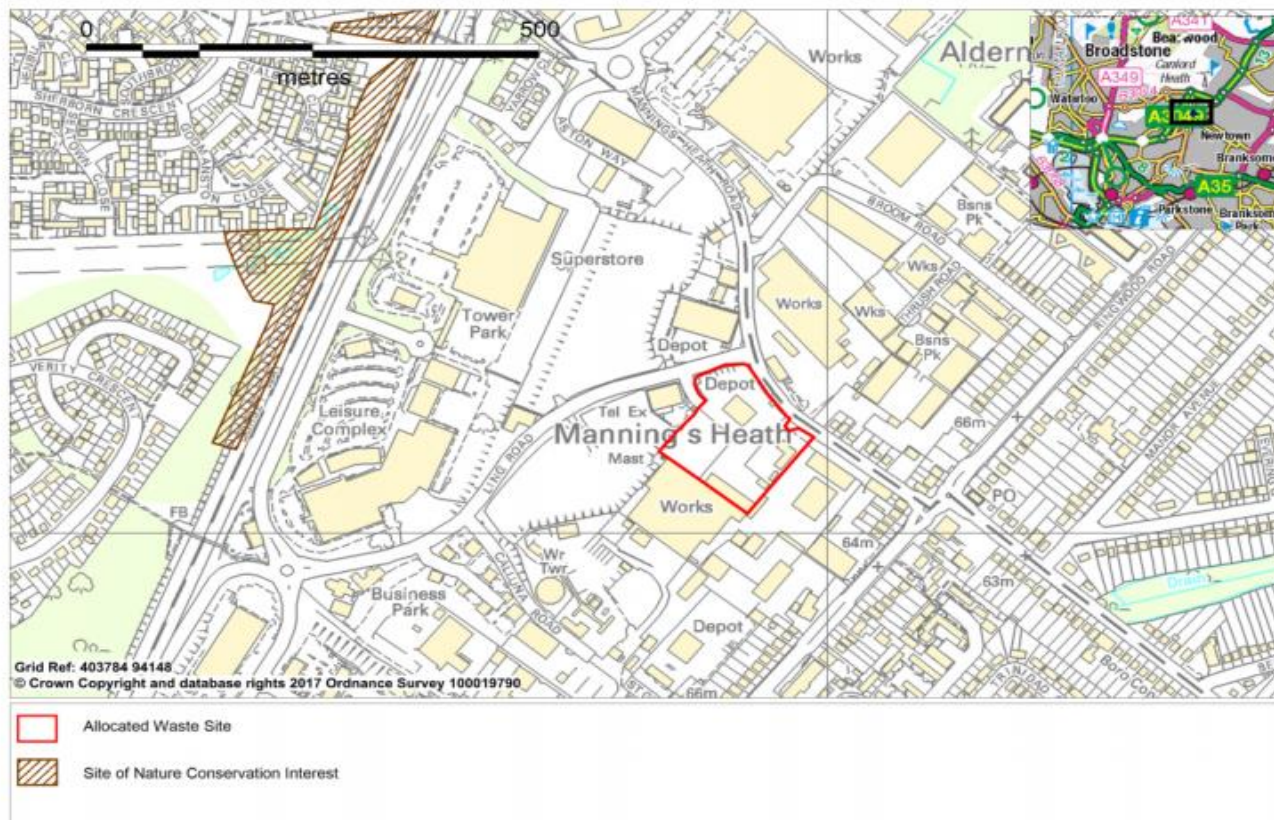
There are considered to be opportunities to re-develop and intensify waste management uses on this site, including the development of facilities for the management of non-hazardous waste, to enable it to be pushed up the waste hierarchy. The proposed uses are likely to replace permitted, activities.

Parish Council/Ward	Newtown Ward, borders Alderney Ward to the east, Borough of Poole
Site area	1.60ha
Existing use	Allocated employment land Existing waste management facility incorporating materials recovery facility and waste transfer.
Proposed uses Allocated uses	Opportunities for intensification and redevelopment of the site comprising the management of non hazardous waste through the preparation of Refused-Derived-Fuel (RDF) and Solid-Recovered-Fuel (SRF). Waste management facilities, including incineration, that would lead to adverse effects upon the integrity of European Sites will not be acceptable. (MM AS9.2)
Potential additional capacity	Site has been assessed for its potential to manage up to 100,000tpa of residual waste through preparation of RDF/SRF Exact capacity will be assessed in connection with individual proposals. (MM AS9.3)
Access	Access onto Ling Road
Sensitive Receptors	Residential properties within 250m Tower Park entertainment complex and Tesco adjacent to site.

Key Development Considerations

1. The applicant must provide sufficient information to enable the Waste Planning Authority to carry out screening and, if necessary, appropriate assessment at the planning application stage in accordance with the Conservation of Habitats and Species Regulations 2017. Where relevant, this should include studies that demonstrate that any emissions from development will not impact on the features (species and habitats including lichens and bryophytes) of the nearby European Sites. **(MM AS9.1)**
2. Proposals should incorporate improvements to ensure safe access and egress to and from the site. Site layout and design should provide capacity to ensure there is no potential queueing on the highway.
3. Careful consideration should be paid to the amenity of local residents and nearby businesses and mitigation built into proposals to reduce effects from odour, dust etc.
4. Preparation of a comprehensive landscape design and management plan.

Modified version of the Pre-Submission Draft Waste Plan



CABINET

Report subject	Adoption of Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan
Meeting date	13 November 2019
Status	Public Report
Executive summary	To request that Cabinet recommend to Council that the “main modifications” recommended by the Inspector appointed by the Secretary of State be accepted and the Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan be adopted
Recommendations	<p>It is RECOMMENDED that:</p> <p>Cabinet recommends the Bournemouth, Christchurch, Poole and Dorset Mineral Sites Plan to Council and requests that Council:</p> <p>(a) resolves to adopt the Plan subject to its inclusion of the main modifications that are appended to the Inspector’s Report;</p> <p>(b) confirms that the formal adoption date will begin two weeks from the date at which both BCP Council and Dorset Council have resolved to adopt the plan;</p> <p>(c) delegates to the Director of Growth and Infrastructure in consultation with Portfolio Holder for Strategic Planning:</p> <p>(i) any additional (non-material) modifications to the Plan which were the subject of consultation, together with any other additional modifications which benefit the clarity of the Plan;</p> <p>(ii) authority to expedite any technical/procedural matters associated with adoption of the plan, including those connected with Dorset and BCP Council’s role as Competent Authority on matters relating the Habitats Regulations Assessment of the Plan.</p>
Reason for recommendations	<p>1. To ensure BCP Council has an up-to-date statutory planning framework for minerals matters. This will enable BCP Council to plan positively for future mineral needs in compliance with national policy</p>

	<p>and consider planning applications for minerals development.</p> <p>2. To comply with the requirements of the statutory/consequential orders which require a council-wide local plan by 2024</p>
Portfolio Holder(s):	Councillor Margaret Phipps, Portfolio Holder for Strategic Planning
Corporate Director	Bill Cotton (Corporate Director of Regeneration and Economy)
Contributors	<p>Julian McLaughlin, Director of Growth and Infrastructure</p> <p>Mark Axford, Interim Head of Planning (Bournemouth)/Planning Policy Manager</p> <p>Nicholas Perrins, Policy Manager</p> <p>Malcolm Hodges, Senior Planning Officer</p> <p>George Whalley, Team Leader (Planning Policy)</p>
Wards	All
Classification	For Recommendation

Background

1. Since Dorset's local government re-organisation in April 2019 responsibility for minerals planning matters now rests with Dorset Council and BCP Council. In 2014 the preceding Councils adopted the Minerals Strategy which provides the higher level spatial strategy and policy framework to meet Dorset's minerals needs.
2. The Mineral Sites Plan is a more detailed, site allocations document. Following various public consultation stages the draft Mineral Sites Plan was submitted to the Secretary of State in March 2018 for consideration at an examination led by an independently appointed Inspector. Following hearing sessions in September/October 2018 and February 2019, modifications that were deemed necessary to make the plan sound were consulted on before the Inspector issued her final report at the beginning of August 2019. The Inspector concluded that the plan was legally compliant and sound, subject to the modifications set out in her report.
3. The adoption of the Mineral Sites Plan will represent the culmination of a substantial amount of work which has involved extensive liaison with local residents, the minerals industry, minerals authorities, statutory bodies and other interested parties and included several consultation stages. Along with the Minerals Strategy 2014, it provides the principal mechanism for the consideration of planning applications for minerals development and seeks to maintain the

supply of a range of minerals in the most sustainable manner, through measures to protect amenity and the environment, protect undeveloped mineral resources and ensure appropriate restoration following development.

The Inspectors Report

4. The Inspector's report is accompanied by a schedule of main modifications. The report confirms that although there are a large number of modifications, they do not significantly alter the thrust of the overall strategy. The Inspector concludes that, subject to the inclusion of the modifications, the plan is legally compliant and sound.
5. The Inspector can only recommend main modifications put before her by the Mineral Planning Authorities if invited to do so by the Mineral Planning Authorities. It follows that the modifications attached to the report are those which were acceptable to the Mineral Planning Authorities (having regard to the views of interested parties and under the guidance of the Inspector).
6. Three sites within BCP were proposed as allocations in the draft Mineral Sites Plan. One site, Hurn Court Farm Quarry, is no longer included as an allocation in the plan as planning permission has been granted for the site since the plan was submitted for examination. The remaining two sites (see Appendix 1) have been retained in the plan by the Inspector following the examination subject to the inclusion of the proposed main modifications. The sites are Roeshot (Christchurch) and White's Pit (Poole).
7. The reasoning for requiring the inclusion of the main modifications for these sites can be found in the Inspector's examination report (see Appendix 2 link) at paragraphs 34,35, 63 and 76 (Hurn Court Farm Quarry), 10, 63 and 80-88 (Roeshot) and 122-123 (White's Pit).
8. The detailed wording of the main modifications for Roeshot (pages 28 to 30) and White's Pit (page 43) are included on of the Schedule of Modifications (see Appendix 3 link).

Adoption of the Plan

9. Under the provisions of Section 23(5) of the Planning and Compulsory Purchase Act 2004 (as amended), it is the responsibility of the Mineral Planning Authorities to adopt the Mineral Sites Plan. The plan can only be adopted subject to inclusion of the main modifications. For this reason it is recommended that the plan be adopted with the inclusion of the main modifications.
10. As the Plan covers the administrative areas of BCP Council and Dorset Council, it will need to be adopted by both authorities. To allow for the necessary processes to take place it is recommended that the formal adoption date is two weeks after both resolutions have been secured.

11. From the date of adoption there will follow a 6-week legal challenge period. During this period interested parties have the right to challenge the plan on legal/procedural matters only under the provisions of the Planning and Compulsory Purchase Act 2004.

Concluding Comment

12. The adoption of the Mineral Sites Plan will provide BCP and Dorset Council with an up-to-date policy framework. Having a plan that accords with the latest national policies will provide both Authorities with greater certainty in securing acceptable development that provides for Dorset's minerals needs.

Summary of financial implications

13. Minerals and waste local plan production is currently the subject of a service level agreement (SLA) between BCP and Dorset Council which includes a fixed cost element for the day-to-day provision of the service by minerals and waste planners at Dorset Council. There are no immediate budget implications associated with adoption of the Mineral Sites Plan, although there is a right of legal challenge for a six-week period immediately following the adoption of the plan. In the event of such a challenge there may be legal costs associated with defending the challenge.
14. If the Council opts not to adopt the plan, it would expose BCP and Dorset Councils to the risk of on-going significant costs in dealing with planning appeals and having to commission extra evidence to justify its decisions on minerals applications. This is because there would not be an up-to-date minerals development plan and so the presumption in favour of sustainable development would prevail, with decisions having to be judged directly against the NPPF. It would also pose a risk to the minerals management responsibilities of BCP Council in terms of planning to meet future needs.

Summary of legal implications

15. The Planning and Compulsory Purchase Act 2004 requires Mineral and Waste Planning Authorities to prepare planning policy documents making up a Minerals and Waste Local Plan. By agreement Dorset Council undertakes work on minerals and waste planning policy documents on behalf BCP Council as well as the rest of Dorset.
16. As the Mineral Sites Plan covers the administrative areas of BCP and Dorset Councils it will need to be adopted by both Councils. If the plan is not adopted by both Councils then there would not be an up-to-date development plan in place and so the presumption in favour of sustainable development would prevail with decisions on minerals proposals having to be judged directly against the NPPF.

Summary of human resources implications

17. The continuation of the joint approach for the production of minerals and waste planning documents and the use of Dorset Council's Minerals and Waste Policy Team to undertake much of the work through a SLA produces efficiencies in human resources terms.

Summary of environmental impact

18. The Plan has been the subject of Sustainability Appraisal (SA) on an ongoing basis throughout the production process. SA is a method for considering the significant effects of planning policy documents in relation to sustainable development. It is a legal requirement under the European Strategic Environmental Assessment (SEA) Directive (2001/42/EC), which requires assessment of the effects of certain plans and programmes on the environment as well as on social and economic objectives.
19. The Plan has also been subject to Habitats Regulations Assessment for impacts on European designated sites at each stage of its production.

Summary of public health implications

20. The adoption of the Minerals Sites Plan will enable BCP and Dorset Councils plan positively for Dorset's minerals needs while mitigating the impacts of mineral extraction from the sites.

Summary of equality implications

21. An Equality Impact Needs Assessment Screening has been completed at each stage of the Mineral Sites Plan production process. No adverse impacts in terms of equalities have been identified.
22. Dorset Council (and formerly Dorset County Council) also subjected the Mineral Sites Plan to Equalities Impact Assessment and took into account the results of the assessment during the preparation of the plan.

Summary of risk assessment

23. If the Mineral Sites Plan is not adopted this would present a risk to strategic priorities and opportunities on the basis that the two Dorset minerals planning authorities would be failing to maintain an up-to-date policy framework for minerals extraction in accordance with statutory requirements. This would undermine the Council's ability to meet environmental and community priorities as there would be an increased risk of inappropriate development taking place on appeal.

Background Papers

Modified Version of Mineral Sites Plan Pre-Submission Draft

- Chapters 1-6
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-mods-consultation-may2019/mspsd-17-modified-version-of-the-pre-submission-draft-mineral-sites-plan-chapters-1-6.pdf
- Submission Policies Map and Insert Maps (1)
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-mods-consultation-may2019/mspsd-17-modified-version-of-the-pre-submission-draft-mineral-sites-plan-pages-83-97.pdf
- Submission Policies Map and Insert Maps (2)
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-mods-consultation-may2019/mspsd-17-modified-version-of-the-pre-submission-draft-mineral-sites-plan-pages-99-113.pdf
- Appendix A - Site Allocations
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-mods-consultation-may2019/mspsd-17-modified-version-of-the-pre-submission-draft-mineral-sites-plan-appendix-a.pdf
- Appendix B – Safeguarded Minerals Sites and Infrastructure
www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-mods-consultation-may2019/mspsd-17-modified-version-of-the-pre-submission-draft-mineral-sites-plan-appendix-b-replaced-policies-and-glossary.pdf

Appendices

Appendix 1 – BCP Site Profiles - extracts from Mineral Sites Plan Pre-Submission Draft 2017 updated with Main Modifications (attached).

Appendix 2 - Mineral Sites Plan Inspectors Report on Examination

<https://www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-inspector-report/bcpd-msp-final-1-august-2019.pdf>

Appendix 3 - Mineral Sites Plan Schedule of Main Modifications

www.dorsetcouncil.gov.uk/planning-buildings-land/planning-policy/dorset-county-council/pdfs/planning/msp-inspector-report/mm-schedule-final-1-august-2019.pdf

Site AS-13

AS-13: Roeshot, Christchurch

Site location: Land to the east of Burton, and north of the A35 at Christchurch.

Grid reference: SZ 177 950

~~District/Borough:~~ ~~Christchurch Borough Council (AM29.2)~~

Parish: Burton CP

Site area (approximate): 74 ha

Estimated mineral resource: approximately 3,500,000 tonnes

Existing land use/cover: Agriculture

Proposed development: Extraction of sand and gravel. Adjacent land in Hampshire is proposed for minerals development and subject to permission being granted for the adjacent land, it is expected that this site will be worked as an extension of the Hampshire site. Although the BCP ⁽²³⁾ side of the Roeshot site may be worked before the Hampshire side is complete, there is to be no simultaneous extraction from the BCP/Hampshire sides, apart from the period of time required to prepare for working on the BCP side whilst the Hampshire side is still being worked. This period should be kept to an absolute minimum, to be agreed at the stage of the planning application. Similarly, as operations move back into Hampshire after completion of BCP working, there will again be a crossover period which will be kept to an absolute minimum. This is necessary to minimise cumulative impacts and impacts due to intensification. If necessary, it is possible that this could be secured through a legal agreement.

For both the Hampshire and BCP parts of the site, the access to the site will remain in Hampshire, and the processing plant will remain in Hampshire (MM42).

Development Guidelines

1. Natural Environment

Full assessment of ecological impacts, particularly direct and indirect impacts on the Southern Damselfly and its habitat will be required with appropriate mitigation identified and implemented. As this species is a Qualifying Feature of the Dorset Heaths and Studland Dunes SAC, and the Dorset Heaths SAC, development proposals must either mitigate effects or reduce them to non-significant levels.

23 Bournemouth, Christchurch and Poole Council

Specific mitigation measures identified through Habitats Regulations Screening and required as part of the development of this site include:

- a. Creation of a buffer strip along both banks of the river Mude
- b. Improvements to existing southern damselfly habitat within or adjacent to the allocated site
- c. Careful management of water resources to ensure natural flow levels and water quality are maintained in the river Mude
- d. Phasing of works alongside the part of the site within Hampshire and allocated in the Hampshire Minerals and Waste Plan, to ensure only one side of the river is affected at any time. (MM43)

There are also other designations in the vicinity such as the New Forest National Park, Burton Common SSSI, the New Forest SPA, the New Forest SAC and Ramsar sites. Full consideration of the impact from development on these sites should be considered through an Environmental Impact Assessment at the planning application stage. (MM44)

2. Historic/Cultural Environment

There is likely to be archaeological potential at this site. The Burton Conservation Area lies to the west of the allocation. Heritage and archaeology matters are important considerations, and the significance of any affected heritage assets and their setting must be understood to ensure their significance is safeguarded. Archaeological assessment and evaluation will be required as part of the development of the site.

3. Hydrology/Flood Risk

This site is partly within Flood Zones 2 and 3, and is adjacent to the River Mude, a Main River. There is potential for surface water flooding during severe rainfall events (i:100/1:1000 years). A hydrological/hydrogeological assessment will be required, identifying any required mitigation.

A Flood Risk Assessment and the adoption of a sequential approach to the layout of the site is also required, with the processing plant and any storage (including stockpiles or soil storage) to be in Flood Zone 1.

Assessment of the water environment should include downriver effects on the Mude.

4. Transport/Access

This proposal is in an area subject to traffic congestion, with the potential for cumulative impacts with housing development in the vicinity. A Transport Assessment will be required, to assess possible impacts and identify appropriate mitigation.

It is expected that site access will already have been established through the development of the eastern part of the site within Hampshire - as shown on the plan below (MM 45).

5. Landscape/Visual Impacts

Potential impacts, including on residential development in the vicinity and the Burton Conservation Area, to be assessed and appropriate mitigation identified and implemented.

~~Potential impacts on the New Forest National Park and its setting should also be considered:~~

6. New Forest National Park

Assessment work carried out in preparation for the development of the BCP part of the Roeshot site should, wherever relevant, take into consideration the close proximity of the New Forest National Park and the potential for impacts on the national park at its setting.

Of particular relevance are assessment of landscape and visual impacts, including the special landscape quality of the National Park; biodiversity and impacts on nationally and internationally designated sites within the National Park; and and traffic and transport impacts within and around the national park. (MM46)

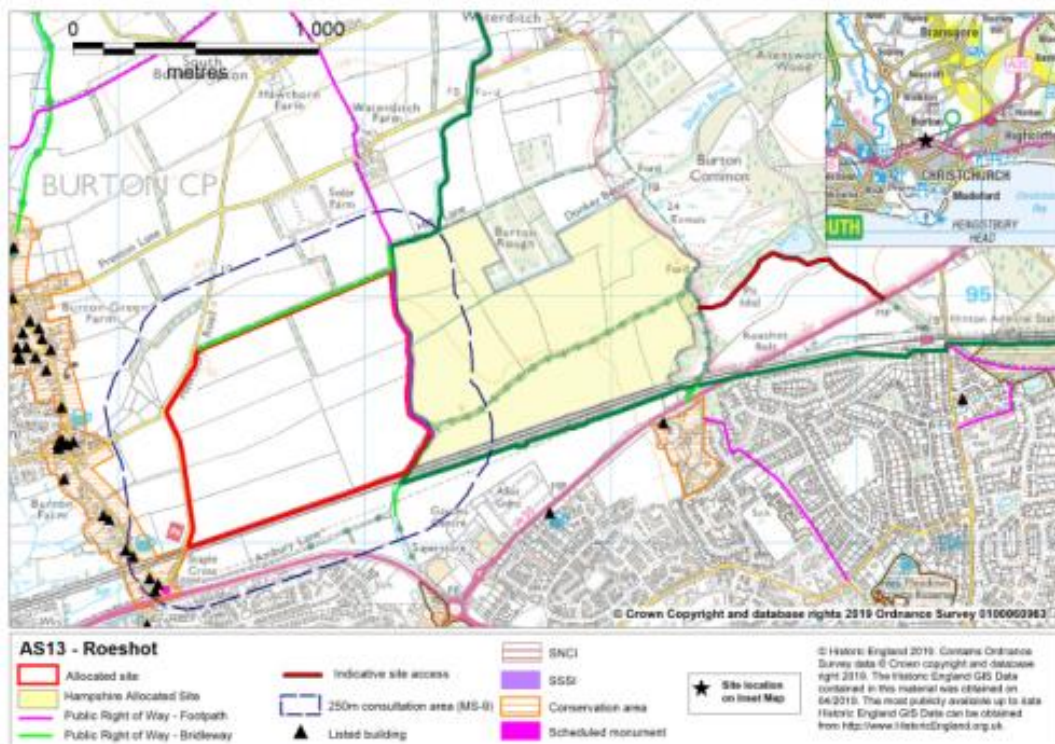
7. Other issues to take into consideration

- a. Impacts on rights of way in the vicinity of the site
- b. For hydrological and biodiversity reasons, an undeveloped buffer along the Mude is required
- c. ~~Use of part of the site as a SANG for the housing to be built~~ Ensure delivery of the SANGs, within the site, as required for the Christchurch Urban Extension to the south of the railway embankment (MM47)
- d. Airport safeguarding issues - this site lies within the Bournemouth Airport Aerodrome Safeguarding Area and will require an Aviation Impact Assessment, in consultation with Bournemouth Airport. (MM48)
- e. The site is BMV land and protection and appropriate management of soils is required to enable the land to retain its longer term capability.
- f. Oil pipeline crosses the site
- g. Opportunities to increase flood water storage, during and after working
- h. The construction of a bridge across the River Mude to convey mineral to the plant and deliver reclamation material to restore the site will affect a section of both banks. Consideration must be given to the detailed design of this section to minimise impacts on the buffer strip. (MM48.1)

Restoration Vision

The site falls within the River Terrace Landscape Type, and the vision is for "restoration mainly to agricultural use but with significant space restored for informal public open space linked to footpath/cycle networks and to existing and future built development. Retained features like hedges, woodland and characteristic shelterbelts should be enhanced and linked with new similar native planting. Undisturbed margins along watercourses and/or rights of way to act as key wildlife/recreation corridors linking existing and new habitats/planting".

Insert revised plan, showing 250m consultation area and indicative quarry access



Recycled Aggregate

Site RA-01

RA-01: White's Pit, Poole

Site location: Existing aggregate recycling site at White's Pit, Canford, Poole

Grid reference: SZ 032 968

Administrative Area: ~~Borough of Poole (AM37.1)~~

Site area (approximate): 6.1ha

Existing land use/cover: Existing aggregate recycling operation

Development Guidelines

This allocation is an existing aggregate recycling facility, operating under a temporary permission to 1 August 2022 (AM37). Allocation of this site does not involve or result in any development not already permitted.

Continued operation of the facility should not result in any intensification of development, particularly of traffic serving the facility.

1. Airport Safeguarding

This site lies within the Bournemouth Airport Aerodrome Safeguarding Area and for any future planning applications will require an Aviation Impact Assessment, in consultation with Bournemouth Airport. (MM75)

2. Surface Water

There are surface drains in the vicinity of this proposed allocation. (MM76)

Insert revised plan, showing 250m consultation area

