Notice of Cabinet

Date: Wednesday, 10 February 2021 at 10.00 am

Venue: Teams Meeting



Membership:

Chairman: Cllr D Mellor

Vice Chairman: Cllr P Broadhead

Cllr M Anderson Cllr M Greene

Cllr N Greene Cllr M Haines Cllr M Iyengar Cllr R Lawton <u>Lead Members</u>

Cllr K Rampton Cllr H Allen
Cllr M White Cllr S Baron
Cllr N Brooks

Cllr B Dove Cllr B Dunlop Cllr J Kelly

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 view the live stream of this meeting at the following link:

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Mld=4260

If you would like any further information on the items to be considered at the meeting please contact: Sarah Culwick (01202 817615) 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

2 February 2021





Maintaining and promoting high standards of conduct

Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests

Do any matters being discussed at the meeting relate to your registered interests?

Disclosable Pecuniary Interest

Yes

Declare the nature of the interest

Do NOT participate in the item at the meeting. Do NOT speak or vote on the item EXCEPT where you hold a dispensation

You are advised to leave the room during the debate Local Interest

Yes

Declare the nature of the interest

Applying the bias and pre-determination tests means you may need to refrain from speaking and voting

You may also need to leave the meeting. Please seek advice from the Monitoring Officer No

Do you have a personal interest in the matter?

Yes

No

Consider the bias and predetermination tests You can take part in the meeting speak and vote

You may need to refrain from speaking & voting

You may also need to leave the meeting. Please seek advice

What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

Bias Test

In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?

Predetermination Test

At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer (susan.zeiss@bcpcouncil.gov.uk)

Selflessness

Councillors should act solely in terms of the public interest

Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

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 requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance.

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 13 January 2021.

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/ieListMeetings.aspx?CommitteeID=151&Info =1&bcr=1

The deadline for the submission of public questions is 4 clear working days before the meeting.

The deadline for the submission of a statement is midday the working day before the meeting.

The deadline for the submission of a petition is 10 working days before the meeting.

5. Recommendations from the Overview and Scrutiny Board

To consider recommendations from the Overview and Scrutiny Board on items not otherwise included on the Cabinet Agenda.

6. Quarter 3 Budget Monitoring 2020-21

This report includes 2020/21 budget monitoring information for the end of December 2020.

The projection for the 2020/21 revenue account is a balanced position after Covid-19 pressures, mitigation action and other budget variances are reflected.

The forecast service pressures due to the pandemic have grown since the December report particularly from further loss of income due to the third national lockdown. The overall position has improved, however, as the government has mandated that collection fund deficits arising from reduced levels of council tax and business rates collection are spread over the next three years. These previously reported pressures for the current year budget instead impact on the budget for 2021/22 and future years of the medium-term financial plan (MTFP).

It is proposed in this report that as a result of the improved position, surplus resources of £13.3 million are carried forward into earmarked financial resilience reserves for transformation, Covid-19, and MTFP mitigation in future years. The updated 2020/21 annual projections for reserve movements, the capital

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programme and housing revenue account (HRA) are also included in the report.

7. 2021/22 Budget and Medium Term Financial Plan (MTFP)

To set out for cabinet consideration and recommendation to council the proposed 2021/22 budget and council tax.

The budget as presented;

- a) has been drafted on a base 1.55% increase in council tax for 2021/22 applied to the average BCP council tax for 2020/21 as permitted by Government under the Dorset local government review process.
- b) harmonises council tax at £1,541.57 from 1 April 2021 which is the amount assumed in the 2020/21 budget report.
- c) Invests £7.5 million into the Children's Services improvement plan.

8. Council Vision, Corporate Strategy and Revised Delivery Plans 2021/22

BCP Council's Corporate Strategy was adopted by Full Council in November 2019. It sets out the Council's priorities and the values which underpin the way the council will work as it develops and delivers services.

Refreshed vision and ambition statements have been prepared to provide a wider context to underpin and drive the Corporate Strategy.

Council corporate priorities remain the same and continue to be supported by delivery plans which set out high-level actions from 2020 onwards.

The delivery plans have been reviewed in consultation with Cabinet Members, Directors and council officers to reflect current budget and economic pressures and the progress made so far.

They continue to show how the council will work to achieve the priorities set out in the Corporate Strategy and will continue to be reviewed as part of the Council's annual budget process.

The delivery plans are high-level plans that set out the current and future planned activity and how success will be monitored and measured.

9. High Streets Strategy

High streets in town, city and district centres in the UK are changing. Even before COVID 19, high streets were continually in the news and public eye as a result of significant departures of many renowned retail brands, the rise in the number of empty shops and the change in experience reported by visitors. The reasons behind these changes are many and complex. Nationally, many reports have been written, and many experts have commented on the changes happening to high streets and town centres and offered potential solutions. Locally, the preceding Councils worked over many years, with key partners such as the Business Improvement Districts, Chambers of Commerce and industry groups, to proactively support and invest in their town centres in various ways. Whilst this has not stopped, COVID 19 has arguably sped up a process that was already underway and created a new reality that now needs to be considered alongside the previous best practice. However, COVID 19 has also provided an opportunity to bounce back better, together, to embrace the change, and to consider how best a Council and its partners can intervene positively and create, or curate, high streets that are fit for now and for the future. This report expands on the above, and asks for authority to be delegated to the Director of Development and the Portfolio Holder for Regeneration, Economy and Strategic Planning, to work with

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partners develop a strategy and deliver swift interventions that will support our high streets to bounce back quickly and strongly.

10. Wessex Fields - Proposed Land Disposal

On 16 December 2020 Cabinet agreed in principle to dispose of part of the Wessex Fields site to the adjoining landowner University Hospitals Dorset NHS Foundation Trust in partnership with Bournemouth University, to deliver their proposal for a strategically relevant development with a focus on Medical technology, medical research and education. Cabinet authorised officers to negotiate the heads of terms for the disposal.

It is proposed that circa 5.65 acres of the site is sold to University Hospitals Dorset NHS Foundation Trust, leaving the Council with circa 8.95 acres of remaining land.

The purchase price has taken into consideration an obligation on BCP Council to design, fund and build a new junction into the site from Deansleigh Road and a new access road from the A338.

The terms of the disposal have been agreed between the parties and are outlined in the confidential appendix to this report.

Progressing with this disposal will still enable BCP Council to develop the remainder of the Wessex Fields site in line with the preferred use themes, and in the most strategically beneficial way to the conurbation and local community and supports the Council's desire to work with the NHS Trusts.

11. Dedicated Schools Grant (DSG) Schools and Early Years Formulae 2021/22

The council is required to set funding formulae for:

- Early education and childcare for eligible 2 year olds and and all 3&4 year olds.
- Mainstream schools for pupls in reception to year 11

The early years sector is largely comprised of private, voluntary and independent settings. The mainstream formula allocates funding only to public sector schools with the full details shown in School's Forum papers.

Consultation has taken place with all relevant providers, schools and the School's Forum.

This report includes the recommendations of the Schools Forum for approval. To support Cabinet consideration, the School's Forum Papers can be accessed through the link below:

BCP Schools Forum

12. Establishment of Winchelsea Satellite at Somerford Primary School Site

The number of children and young people assessed as requiring a place at a specialist education provision in the BCP area has increased in recent years. Local provision to meet these needs is of high quality, but capacity has not been expanded sufficiently to meet this additional demand. As a result, increased use has had to be made of local Independent and Non-Maintained special schools which are comparatively expensive and often located outside of the BCP area. The result of this has been significant pressure on the school Transport budgets. In partnership with the BCP community of schools, a range of proposals has been developed to increase capacity and create new provision to meet the needs of

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these pupils and these were reported to Cabinet in the paper 'Capital Investment to Increase Special Educational Needs Capacity' on 22 April 2020.

The process for making changes to maintained schools is prescribed by the Department for Education. This report provides details of the process undertaken in relation to adding places at Winchelsea School through establishment of a new satellite at Somerford Primary School. The request to implement the proposal is being made with the support of Winchelsea School and Somerford Primary School.

13. Housing Revenue Account (HRA) Budget Setting 2021 to 2022

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The Housing Revenue Account (HRA) is a separate account within the Council that ring-fences the income and expenditure associated with BCP Council's housing stock, including housing in both the Bournemouth and Poole neighbourhoods.

This report seeks approval for the proposed budget for the HRA for 2021/22 and the key principles on which it is based.

It sets out the proposals regarding the rents, service charges and other charges to tenants as well as the expenditure plans for the 2021/22 rent year. These proposals and the actions within the attached delivery plans for each neighbourhood all support the priorities set out in the Council's Corporate Strategy.

14. Playing Pitch Strategy 2020 - 2033

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This Bournemouth, Christchurch and Poole Council (BCP Council) Playing Pitch Strategy replaces the previous Playing Pitch Strategies for the former Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole areas and covers the period between 2020 and 2033 in alignment with the emerging new Local Plan. The strategy, which is compliant with Sport England guidance, focuses on current provision and future need for football, rugby union, cricket and hockey pitches (both grass and artificial surfaces).

15. Cabinet Forward Plan

To Follow

To consider the latest version of the Cabinet Forward Plan for approval which is due to be published on the 9 February and will be circulated as a supplement to the agenda prior to the meeting.

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.

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL CABINET

Minutes of the Meeting held on 13 January 2021 at 10.00 am

Present:-

Cllr D Mellor – Chairman
Cllr P Broadhead – Vice-Chairman

Present: Cllr M Anderson, Cllr M Greene, Cllr N Greene, Cllr M Haines,

Cllr M Iyengar, Cllr R Lawton, Cllr K Rampton, Cllr M White,

Clir H Allen, Clir S Baron, Clir N Brooks, Clir B Dove, Clir B Dunlop

and Cllr J Kelly

Also in Cllr L Allison, Cllr S Bartlett, Cllr M Earl, Cllr G Farquhar, Cllr V Slade

attendance: and Cllr L Williams

279. <u>Declarations of Interests</u>

There were no declarations of interest made on this occasion.

280. Confirmation of Minutes

The Minutes of the Cabinet meeting held on 16 December 2020 were confirmed and signed as a correct record.

281. Public Issues

The Leader advised that there had been no public questions, statements or petitions submitted on this occasion.

282. Recommendations from the Overview and Scrutiny Board

Cabinet was advised that there were no additional recommendations from the Overview and Scrutiny Board on items not otherwise included on the Cabinet Agenda on this occasion.

283. 2020/21 Mid-Year Corporate Performance Report

The Leader 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.

The report provided and overview of performance against the priorities set out in the Corporate Strategy delivery plans for the first six months of 2020/21, and introduced interactive performance dashboards which are informed by a range of performance measures being collected and reported across the Council.

Cabinet was informed that year one of BCP council had been used to collect baseline performance data which had been used to set performance targets and intervention levels.

In relation to this Cabinet was informed that current performance where it was available was reported against these and informed the RAG ratings for each of the measures.

The report identified some key improvements and some performance issues, these were addressed in more detail in the exception reports attached at Appendix B to the report.

RESOLVED that Cabinet:-

- (a) Noted mid year performance;
- (b) Considered exception reports relating to areas of current adverse performance; and
- (c) Advised of any amendments, deletions or additions to the performance indicators set that informs corporate performance.

Voting: Unanimous

Portfolio Holder: Leader of the Council

284. <u>Council Tax - Tax Base 2021/22</u>

The Leader 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 was advised that the report calculated and presented the proposed council tax base for council tax setting purposes in line with current legislation and guidance.

Further to this Cabinet was advised that three separate council tax bases had been maintained for the Bournemouth, Christchurch and Poole areas during the period of council tax harmonisation.

RECOMMENDED that:-

- (a) The report for the calculation of the council's tax base for the year 2021/22 be approved and the tax base be approved by Full Council; and
- (b) Pursuant to the report, and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as amended, the amount calculated as the council tax base for Bournemouth, Christchurch and Poole Council for 2021/22 is 139,170.5, comprising of the following area tax bases: Bournemouth 62,176.7, Christchurch 20,021.9 and Poole 56,971.9.

Voting: Unanimous

Portfolio Holder: Leader of the Council

285. Setting up the BCP Cultural Compact

The Portfolio Holder for Tourism, Leisure and Culture 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 was advised that the Cultural Compact sought to develop a strong cultural agenda that offered inclusive opportunities to enable fulfilled lives, brighter futures, connected communities and a better place to live, work and visit.

In relation to this Cabinet was informed that when the Cultural Compact was fully established it would become the focal point for cultural development and participation in Bournemouth, Christchurch and Poole, upholding the values and aspirations of the Council, our communities and multi-sector stakeholders.

The Chairman of the Overview and Scrutiny Board addressed the Cabinet advising of the enthusiasm and support expressed at the recent meeting of the Board.

In addition Councillor Lawrence Williams addressed the Cabinet also expressing the importance of the Cultural Compact.

Cabinet Members spoke in support of the paper expressing their thanks also to the Portfolio Holder, Members and Officers who had been involved in the work.

RESOLVED that:-

- (a) Cabinet agrees the proposal for funding to deliver on the recommendations of the Cultural Enquiry, to establish and develop the Cultural Compact and to improve and diversify BCP Council's cultural development activity for a three-year period should be considered as part of the budget setting process for 2021/22;
- (b) Cabinet agrees the report and recommendations of the Bournemouth, Christchurch and Poole Cultural Action Group, including the proposed format of the Cultural Compact; and
- (c) Cabinet agrees that the Cultural Compact should embody the BCP Council's equality, diversity and inclusion principles and practices in its work and in the Cultural Strategy so that they fully reflect the Council's values.

Voting: Unanimous

Portfolio Holder: Tourism, Leisure and Culture

286. <u>Concessionary Fares Bus Operator Reimbursement</u>

The Portfolio Holder for Transport and Sustainability 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.

Approval was sought to make changes to the method of calculating bus operator reimbursement for the English National Concessionary Travel Scheme in 2021/22 as part of a proposed Recovery Partnership government initiative. Further to this Cabinet support was requested for the CIMT recommendation regarding reimbursement for 2020/21.

RECOMMENDED that:-

- (a) For the current 2020/21 scheme year Council supports the CIMT recommendation to approve the 2020/21 reimbursement of bus based on adjusted pre-Covid levels as urged by Central Government; and
- (b) For 2021/22 the formation of a Recovery Partnership with the bus operators to seek a local solution to bus service provision and funding arrangements to include concessionary fares reimbursement be endorsed.

Voting: Unanimous

Portfolio Holder: Transport and Sustainability

287. <u>Dorset Heathlands Interim Air Quality Strategy</u>

The Portfolio Holder for Regeneration, Economy and Strategic Planning 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 was advised that a strategy was needed to help address emissions caused by the additional car trips from new development. In relation to this Cabinet was informed that this proposed joint strategy with Dorset Council set out interim mitigation measures in advance of a formal policy position in the emerging BCP Council and Dorset Council local plans.

Further to this Cabinet was advised that the strategy was required until at least 2030 when the take up of electric powered vehicles should negate the need for mitigation and improve air quality. In addition Cabinet was informed that a budget of £750,000 was needed for 5 years mitigation projects, £562,500 from BCP Council and £187,500 from Dorset Council based on the proportions of planned development at £50 per dwelling. In relation to this it was advised that the strategy would be paid for by developers from the overall Community Infrastructure Levy receipts.

RECOMMENDED that:-

- (a) The interim Dorset Heathlands Interim Air Quality strategy covering the period 2020-2025 is adopted;
- (b) A £562,500 project budget is set aside from Community Infrastructure Levy to implement the strategy over the period 2020-2025;
- (c) An Air Quality Project Co-ordinator is appointed from the project budget to bring forward projects; and
- (d) Any changes resulting from Dorset Council adopting this document are delegated to the Director of Growth and Infrastructure in liaison with the relevant Portfolio Holders.

Voting: Unanimous

Portfolio Holders: Regeneration, Economy and Strategic Planning Transport and Sustainability

288. Freeport Bid

The Portfolio Holder for Regeneration, Economy and Strategic Planning 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 was advised that in November Government had released the 'Freeports Bidding Prospectus' and formally opened the Freeports bidding process, and that in relation to this CMB had met on 1 December and agreed that BCP Council would cooperate with Rigby Group and Poole Harbour Commissioners, Dorset Local Enterprise Partnership (DLEP) and others, a bid to Government for Freeport status.

Cabinet was informed that this report provided a background to Freeports; a summary of the Bidding Prospectus and the potential requirements of the Council if successful; and some themes that could be included in the bid. In addition Cabinet was informed that this report sought approval of £50K investment by the Council which would be used to commission specialist resources through the DLEP to develop the bid.

RESOLVED that Cabinet:-

- (a) approves the Council's inclusion in the submission of a bid to Government for part of the BCP area to be given Freeport status:
- (b) approves the allocation of £50K to support the development of a bid for Freeport status;
- (c) delegates authority to the Portfolio Holder for Regeneration, Economy and Strategic Planning and the Director of Development, in partnership with other relevant organisations, to complete and submit a bid by or on the due date of 5th February 2021; and
- (d) authorises officers to further develop the full business case for Freeport status, subject to receiving notification of a successful application.

Voting: Unanimous

Portfolio Holder: Regeneration, Economy and Strategic Planning

289. St Aldhelm's - Capital Investment to Maintain Capacity

The Portfolio Holder for Covid Resilience, Public Health and Education presented a report, 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 was informed that St Aldhelm's Secondary Academy in Poole had a Published Admissions Number (PAN) of 180 pupils, this being the number of pupils that can be admitted into each year group, and that until recent years this number year hadn't been fully utilised, and the school had had unfilled places. Further to this Cabinet was advised that the school was

now filling to capacity, and that forecasts showed pressure on Secondary School places in BCP over the short to medium term.

In relation to this Cabinet were informed that there had been significant investment in the school infrastructure by the Department for Education to support a change of Academy sponsor and to drive improvement, and that delegated powers had been used in May 2020 that had enabled additional capacity to be created through the investment of £390k which allowed 180 pupils to be admitted in September 2020.

Cabinet were advised that approval for a further investment of £610k was now required to allow the PAN of 180 to be maintained permanently. It was reported that this could be funded from existing DfE Basic Needs capital grant, and that this report refined the budget and provided up to date evidence supporting the Basic Need requirement for these places.

RESOLVED that Cabinet approves the allocation of £610k of Basic Need capital grant to support the delivery of five additional classrooms and ancillary spaces at St Aldhelm's Academy to allow the school to continue to admit 180 pupils per year.

Voting: Unanimous

Portfolio Holder: Covid Resilience, Public Health and Education

290. <u>The Determination of Admission Arrangements 2022/23 for Maintained Mainstream Schools</u>

The Portfolio Holder for Covid Resilience, Public Health and Education presented a report, 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 was advised that in line with the requirements of the School Admissions Code 2014 and associated legislation, BCP Council is statutorily required to determine its admission arrangements annually, and that this report sought Cabinet approval to determine the 2022/23 admission arrangements for its maintained community and voluntary controlled schools. In relation to this Cabinet was informed that the arrangements remain unchanged from the previous academic year.

RESOLVED that Cabinet approved:-

- (a) the admission arrangements for maintained community and voluntary controlled 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; and
- (b) the Coordinated 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 2.202.22 of the School Admissions Code 2014.

Voting: Unanimous

Portfolio Holder: Covid Resilience, Public Health and Education

291. <u>Cabinet Forward Plan</u>

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

The meeting ended at 11.20 am

CHAIRMAN

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CABINET



Report subject	Quarter 3 Budget Monitoring 2020-21				
Meeting date	10 February 2021				
Status	Public				
Executive summary	This report includes 2020/21 budget monitoring information for the end of December 2020.				
	The projection for the 2020/21 revenue account is a balanced position after Covid-19 pressures, mitigation action and other budget variances are reflected.				
	The forecast service pressures due to the pandemic have grown since the December report particularly from further loss of income due to the third national lockdown. The overall position has improved, however, as the government has mandated that collection fund deficits arising from reduced levels of council tax and business rates collection are spread over the next three years. These previously reported pressures for the current year budget instead impact on the budget for 2021/22 and future years of the medium-term financial plan (MTFP).				
	It is proposed in this report that as a result of the improved position, surplus resources of £13.3 million are carried forward into earmarked financial resilience reserves for transformation, Covid-19, and MTFP mitigation in future years.				
	The updated 2020/21 annual projections for reserve movements, the capital programme and housing revenue account (HRA) are also included in the report.				
Recommendations	It is RECOMMENDED that:				
	Cabinet:				
	a) Note the current budget position for 2020/21.				
	b) Approve capital virements as set out in paragraph 109.				
	Council:				
	 a) Approve the transfer of £13.3 million to earmarked financial resilience reserves for transformation, Covid-19, and MTFP mitigation as set out in paragraph 11. 				

	b) Approve the capital virement as set out in paragraph 110.		
Reason for recommendations	 To comply with accounting codes of practice and best practice which requires Councils to regularly monitor the annual budget position. To comply with the council's financial regulations regarding budget virements. 		
Portfolio Holder(s):	Councillor Drew Mellor, Leader and Portfolio Holder for Finance & Transformation		
Corporate Director	Graham Farrant, Chief Executive		
Report Author	Adam Richens: Chief Finance Officer and Director of Finance 201202 123027 adam.richens@bcpcouncil.gov.uk		
Wards	Council-wide		
Classification	For Decision		

Background

- 1. In February 2020 Council agreed the annual general fund net revenue budget of £283 million, a capital programme of £106 million and the net use of reserves of only £0.5 million. Budgets were also agreed for the housing revenue account (HRA).
- In June 2020 the first budget monitoring report for 2020/21 considered the estimated impact from the Covid-19 lockdown and assumed recovery period and a mitigation strategy to rebalance the budget. This included finding new savings and using reserves.
- 3. Two further updates were provided to Cabinet in November and December. These reports included that the pressures from the pandemic were continuing to grow throughout the year with further government support also provided. Pressures were seen across all directorates and particularly for adult and children's social care placements, measures within housing services to reduce homelessness and from lost income, the largest areas being carparking and seafront trading during lockdown periods.
- 4. Government financial support received up to December for council services includes four allocations from the emergency Covid-19 fund totalling £29 million, and an estimated £12 million grant to replace a proportion of lost sales, fees, and charges. Alongside this un-ringfenced funding, specific grants have been received, with the main ones being for outbreak management, the provision of food and other essentials to the vulnerable during lockdown and through the winter period and to continue support for those otherwise homeless after the first lockdown ended. The £0.6 million annual budget deficit projected in the December report was covered by draw down from the Covid-19 financial resilience earmarked reserve to balance the position overall.

- 5. The Department of Health and Social Care allocation of £3.2 million for BCP from the Contain Outbreak Management Fund announced in October has from the beginning of December been increased by £0.8 million for each four-week period that the council area is placed within at least tier 2. The funding has been received for the period to 29 December and with the implementation of the national lockdown further allocations are expected. The government is monitoring the use of the grant.
- 6. In respect of businesses, the government is continuing to provide support based on rateable values through the Local Restrictions Support Grant (LRSG) for those that need to remain closed under the tiered approach, with payment levels set nationally and also allocated for each four-week period.
- 7. Alongside the LRSG is the Additional Restrictions Grant (ARG). Progress has been made since the December report in developing this discretionary grant scheme for businesses. This single allocation to BCP at £20 per head of population equates to £7.9 million and is cover the two years to March 2022. Funding is to support those closed due to the pandemic but without a rateable value (and therefore ineligible through the LRSG) or those that have been severely impacted rather than closed.
- 8. The budget monitoring sections of the report include the latest annual projections for the capital programme, reserves and the HRA. The MTFP and budget for next year is included in a separate report.

Revenue budget monitoring 2020/21

- 9. The overall revenue budget projection is for a balanced position after allowing for a transfer to an earmarked reserve to mitigate Covid-19 budget risks next year and those related to the transformation programme. This is an improvement since quarter two despite the growing service pressures as a result of the third national lockdown.
- 10. The change at quarter three is largely as a result of accounting changes mandated by government. The local government finance settlement announced in December 2020 gave further clarity on how the deficits relating to council tax and business rates can be spread over the financial years 2021/22 to 2023/24. This pressure now appears as part of the budget for next year and over the MTFP period instead of the outturn for the current year.
- 11. The improved position has enabled £13.3 million to be set aside in earmarked financial resilience reserves for transformation, Covid-19 and MTFP mitigation as part of the management of budget risks. This level of contribution to reserves is broadly equivalent to the savings introduced early in the year to mitigate the initial assessment of the impact of the pandemic on the current year budget and before government support for local authorities in 2020/21 had been fully established. This contribution to reserves replaces the expectation at quarter two that £0.6 million would need to be drawn down from the financial resilience reserve to balance the account.
- 12. It should be noted that there is significant risk in the outturn projections for adult social care as the service remains at the forefront in supporting the NHS achieve rapid hospital discharges of adults due to the pandemic. This involves securing and funding care placements prior to the financial assessments that normally take place being undertaken to determine how costs are to be met. Costs can be the responsibility of the council, the NHS or individuals themselves. Projections for the costs remaining with the council are based on activity levels and trends while these assessments are being progressed.

13. The projected 2020/21 revenue outturn position is set out below.

Figure 1: General Fund – Summary projected outturn as at 31 March 2021

Quarter 2 Variance		Approved Resource	Covid-19 Pressures	Mitigation	Other Variances	Projected Outturn	Projected Variance
£m		£m	£m	£m	£m	£m	£m
	Service Budgets						
3.2	Adult Social Care & Public Health	111.5	7.1	(3.7)	(1.9)	113.0	1.5
6.3	Children's Services	61.7	5.1	(8.0)	2.0	68.0	6.3
1.6	Environmental & Community	7.4	5.7	(3.0)	(0.3)	9.8	2.4
18.2	Regeneration & Economy	51.2	24.1	(4.0)	0.3	71.6	20.4
2.2	Resources	32.9	3.2	(1.3)	0.6	35.4	2.5
0.4	100 Day Plan				0.4	0.4	0.4
(1.0)	Furlough of staff			(8.0)		(8.0)	(8.0)
30.9	Total Service	264.7	45.2	(13.6)	1.1	297.4	32.7
	Corporate Items	1	1	1	1	II.	1
0.3	Estates Management				0.3	0.3	0.3
0.4	Smarter Structures				0.4	0.4	0.4
2.4	Investment Property Income	(6.2)	2.3			(3.9)	2.3
	Pensions	5.6				5.6	0.0
	Repayment of debt (MRP)	11.6				11.6	0.0
(0.1)	Corporate Items	1.0			(0.1)	0.9	(0.1)
(0.2)	Interest on borrowings	1.8			(0.2)	1.6	(0.2)
0.1	Treasury Income	(0.3)				(0.3)	0.0
(2.5)	Contribution to Capital Projects	2.8			(2.5)	0.3	(2.5)
	Contribution Covid and Transformation Mitigation Reserves				13.3	13.3	13.3
2.5	Transformation Revenue Implications				0.1	0.1	0.1
(1.2)	Transfer to Reserves	0.9				0.9	0.0
11.9	Contribution to Reserves for lost Council Tax / NDR						0.0
14.8	Total Corporate	17.2	2.3	0	11.3	30.8	13.6
(29.0)	Covid-19 Grant		(29.0)			(29.0)	(29.0)
(12.1)	Grant for lost income		(13.3)			(13.3)	(13.3)
4.6	Total Budget	281.9	5.2	(13.6)	12.4	285.9	4.0
(1.2)	Contingency	1.2		(1.2)		0	(1.2)
(2.8)	Refinanced capital projects			(2.8)		(2.8)	(2.8)
(0.6)	Financial resilience reserve						0.0
0	Net Budget	283.1	5.2	(17.6)	12.4	283.1	0

- 14. Figure 1 above shows that the estimated pressures due to the pandemic have decreased from £56.2 million gross of government grant (£15.1 million net) in the December report to £47.5 million gross (£5.2 million net) in February. This is largely due to increases in income pressures relating to car parking, seafront and trade waste which have increased service pressures from £41.9 million to £45.2 million, offset by the removal of the £11.9 million pressure relating to council tax and business rates noted above.
- 15. The forecast government compensation for lost sales, fees and charges has also been increased from £12.1 million to £13.3 million to reflect the increased losses in income. After meeting the first 5% loss of this income in full, losses above this level are funded by government at 75%. This is providing greater stability in the estimated budget impact from the pandemic since the details of the scheme were set out in September.
- 16. Delivery of the £13.4 million of new service savings identified as part of the June mitigation strategy remains largely on track, with reduced savings relating to learning disability and mental health and the cancellation of plans for a new fun fair. This loss of savings is offset by additional savings from furloughed staff.
- 17. Service budget variances unrelated to the pandemic are relatively small at £1.1 million with pressures largely within children's services relating to the front door, SEN team and business support employee costs plus additional central costs in progressing the council's transformation.
- 18. Monthly financial reports are continuing to be submitted to MHCLG detailing the impact of the pandemic on service pressures, income streams, and tax collection. The next return in January will include an assessment of the expected impact in the first quarter of 2021/22. The service pressures from the pandemic in Figure 1 are greater than those included in the December return due the impact of the third national lockdown.
- 19. Appendix A1 includes the detail of all 2020/21 projected budget variances greater than £0.1 million with a full revenue summary presented in Appendix A2.

Summary of 2020/21 projected outturn by directorate

20. The following paragraphs summarise the projected 2020/21 budget position for each directorate.

Adult social care net variance £1.5 million overspend

- 21. The main Covid-19 pressures are support to the care market in the initial part of the financial year of £5.1 million. This includes increased fees due to care cost increases above government funding and increased voids as a result of pandemic outbreaks in the care homes which prevents any new placements until the care home is clear.
- 22. The Government has funded the care sector £11.5m for infection control, this fund has been distributed to the independent sector as well as in house care services and the council's trading social care company (Tricuro).
- 23. Most of the £4.2 million mitigating savings are on course to be delivered as intended. The pandemic has absorbed all available staffing resource with it not possible to proceed with the work required to deliver £0.5 million of savings from a package of measures, which includes targeted reviews for people with learning disabilities.

- 24. Other movements in the adult social care financial projections include:
 - reduced activity than previously anticipated for business as usual care packages,
 - increased income from the better care fund confirmed in January (reflected in forecast for cost of care packages),
 - additional client contributions, including from deferred payments, which support overspends in other areas of adult social care.
- 25. The Covid-19 pandemic has constrained implementation of housing adaptations with greater use made of the disabled facilities grant for community equipment and technology. This provides revenue budget savings to support overspends in other areas of adult social care.
- 26. The budget projection incudes the costs from the impact of the hospital discharge scheme 1 (HDS1) funding being phased out between September 2020 and March 2021. Due to a level of eligibility and financial assessments being outstanding the real impact to the council's financial position is unclear at this stage. The council has, following national guidance, commissioned care on behalf of the whole health and social care system. This includes for those who are responsible for funding their own care or are the responsibility of the NHS as well as people who are eligible for council funding. Until this cohort is re-assessed, particularly for continuing health care funded by the NHS, it is not yet clear how much of these care costs will remain with the council.
- 27. In addition, the average cost of care home placements commissioned since the beginning of the pandemic under emergency hospital discharge arrangements continue to be higher than budgeted. The purchase of further interim beds has been necessary in the final quarter as NHS pressures have grown and are expected to be more severe than during the first wave of the pandemic. This will also have a significant financial impact in subsequent financial years. A sum of £1.3 million has been included in the MTFP for 2021/22 in recognition of these legacy costs but they could be much higher and be a draw on the £9.9 million of Covid-19 emergency funding provided for next year.

Children's services - net variance of £6.3 million

- 28. The projected in-year overspend in children's services for quarter three remains at the quarter two level and continues to be due to the cost of care and staffing. The total pressure on care is £4.2 million and the forecast overspend in other areas is £2.1 million. The underlying pressures in the service have grown over the quarter but the return to the council in December of £0.5 million of surplus grant provided to the pan-Dorset public health service has contained projected net growth at previous levels.
- 29. The care packages pressure is as a result of both significantly increased cost of some placements due to greater needs and complexity but also a continued increase in numbers of children being placed into care.
- 30. Permanent savings of £0.2 million are included for staff restructures across the three service areas along with commissioning savings of £0.2 million. There are also other miscellaneous savings of £0.35 million (£0.1 million a current year only contribution). Total 2020/21 Covid-19 mitigation savings of £0.8 million are on course to be delivered.

- 31. Staffing pressures continuing from last year include the social work front door team and business support. The projected overspend on the front door team has increased further since quarter two with the annual projection at quarter three indicating an overspend of £1.2 million. This is due to significant use of agency social workers above vacant establishment posts to clear a significant backlog of cases. This forecast may reduce in the last quarter with considerable focus on reducing the level of agency social worker and retaining and recruiting permanent staff. The cost of temporary and interim senior posts designed to make rapid improvements in the service is also adding to the overspend on staffing. Additional staffing pressures are also being seen in the significantly under pressure SEN team due to the growing caseload as well as the case management systems team which is engaged in the wider care together programme to establish a single system for the new council.
- 32. As noted in the budget report from the corporate director for children's services in September the forecast includes additional expenditure of £0.3 million to support the implementation of the service improvement plan.
- 33. Pressures within quarter three have been identified in SEN transport (£0.2 million) and the cost of legal support in the special educational needs (SEN) team for work on tribunals (£0.15 million). This reflects the growing caseload for education, health and care plans (EHCP's) and the continuing pressures outside the general fund in high needs expenditure funded by the Dedicated Schools Grant.
- 34. There are some miscellaneous underspends and vacancy drag to offset some of the pressures identified.
- 35. The allocation in December from the public health grant (£0.5 million) has been allocated to support expenditure in early help/children's centres in accordance with the purposes of this ring-fenced grant.

Environment and community - net variance of £2.4 million

- 36. The quarter two report identified £5.0 million of pressures related to the Covid-19 pandemic, this figure has increased to £5.7 million.
- 37. Waste services are seeing increased pressures from higher waste tonnages collected from domestic properties and a higher gate price for recyclate. The estimated on-going loss of commercial waste income has increased directly as a result of the current lockdown. There is also a higher level of overdue debt against which a provision will need to be made.
- 38. Within the housing service costs for temporary accommodation, subsistence and security arrangements are increasing and the recent cold weather has increased the number of individuals being supported compared to earlier estimates. Making these placements has also reduced the amount of housing benefit subsidy the council can claim as some of the accommodation does not attract full subsidy. The total for all temporary accommodation related costs is additional spend of £5.0 million. This total is mitigated by the receipt of housing benefit and specific grants totalling £3.9 million.
- 39. The council's maintenance and works teams lost income through the first lockdown but were hopeful of making up once lockdown was lifted. The pick-up has not been realised as hoped, and the service also anticipate that the current lockdown, and subsequent reduction of works/projects through to March, will significantly impact on the outturn for this financial year. The overall impact is estimated to be in the region of £0.9 million. Within housing there is also a small pressure relating to telecare.

- 40. The pressures within bereavement relate in the main to the council's share of the cost of providing the mortality support facilities at Poole port and in the Dorset Council area. There is some impact on the coroner's service due to an increase in the number of inquests and the special measures required when carrying them out, together with the cost of employing agency pathologists.
- 41. There are also significant pressures within the catering & concessions and parks services as a result of facilities being closed and reduced services. The forecasting of lost income is under constant review but has been further impacted due to the current lockdown.
- 42. Within communities the Covid-19 pressures are the impact of lost licensing and fixed penalty notice income, plus some additional security costs for the town centre.
- 43. The review of communities' budgets for temporary savings due to Covid-19 can provide £0.1 million of mitigation. Permanent savings relating to service restructures vacant posts and other budget reductions total £0.3 million.
- 44. The Covid-19 mitigation savings identified by the previous administration within the environment budgets included £0.6 million from the potential to delay to 2021/22 the spend on member priorities relating to climate change, street cleansing, unauthorised encampments and highways maintenance. The budget for street cleansing in Christchurch has been restored through the 100-day plan and shown separately within figure 1 above.
- 45. The review of all other budgets can save £0.8 million. Included are temporary savings to recognise a level of underspending due to Covid-19 and service decisions to reduce grass cutting. Permanent savings are bringing forward the early harmonisation of charging polices across the area for replacement bins and rebalancing of waste collection rounds. Other permanent savings include deleting some vacant posts.
- 46. The review of housing budgets has provided £1.2 million of savings from temporary reductions in spending due to Covid-19 and suspension for one year of the contribution to the rent deposit bad debt provision. There are also savings from staffing changes and reduced back fill of vacancies, some of which will be permanent.
- 47. The £0.3 million saving from rebalancing the solar panel budget for HRA stock reflects current activity and will be treated as permanent.
- 48. Some non-Covid-19 related pressures and savings exist, significantly in waste & cleansing where the anticipated European taxes on recycling have not yet materialised. There are also anticipated savings from contract negotiations within housing related support and some pressures in income budgets identified when closing the first year.

Regeneration and economy - net variances of £20.4 million

- 49. Whilst there have been some movements over the third quarter, both positive and negative, the overall forecast position has deteriorated by £2.1 million since the quarter two report.
- 50. The main Covid-19 pressures in the directorate, as identified in previous monitoring reports during the year, continue to be from lost income due to the lockdown period plus a slow recovery, particularly from car parking. Financial support provided to leisure and conference providers remains a significant pressure for the directorate.

- 51. As previously reported the easing of lockdown during the summer enabled some income streams to recover, particularly car parking and seafront trading. However, this required significant investment in the management of the resort (£1.2 million). Extra measures were put in place to help manage social distancing during this period of high demand with additional cleansing, security, communication and support to residents, businesses and visitors. A number of these measures are now on-going or required to be re-instated due to the third lockdown.
- 52. The third lockdown will create additional pressures in the same income streams particularly car parking (£2.4 million movement). Seafront trading, including golf and the arcade, will be further impacted with an estimate of £0.4 million but catering income is proving resilient with this expected to continue. Uncertainty over leisure and hospitality tenant's ability to pay the council also remains.
- 53. Other income levels remain less than previously anticipated following the reopening of cultural and heritage assets with reduced visitors, particularly at Highcliffe Castle which is more heavily dependent on weddings and events. The new lockdown will restrict income generating opportunities, but costs are also being managed sensibly and overall, the position is not forecast to worsen significantly (£60,000).
- 54. In meeting its obligations, the council has agreed to provide significant support to our leisure services partners, BH Live and SLM, to help them through the pandemic and there are similar pressures associated with the council run 2RM Christchurch leisure centre. The projected costs from the pandemic had reduced in quarter two by £0.5 million to £3.7 million. This was due to the Arts Council England Cultural Recovery Fund support provided to BH Live of £1.5 million being partially offset by additional pressures across all leisure providers from the second period of national lockdown and closure of centres. A review of Two Riversmeet staffing costs has led to a further £0.2 million improvement. The third lockdown period is forecast to have a neutral effect across leisure services in total, as the additional costs and support required by providers is expected to be met from additional grants and central government support.
- 55. Engineering staff have been working more hours than previously anticipated on capital schemes where income is now forecast to be £0.135 million better than at quarter two.
- 56. Due to lower income expectations and reduced operating costs during January through to March as a result of the third lockdown there is no change to the forecast for Upton Country Park. This previously improved due to the new play park attraction and the easing of the earlier lockdown enabling it to reopen sooner than expected.
- 57. The net pressures expected in planning and building control services have decreased by £0.16 million to £0.8 million as the wider economic impact of Covid-19 has emerged.
- 58. Pressures in car parking associated with major repair work (£71,000) and business rates (£141,000) remain as well as those related to the transport network (traffic light and signalling contract costs of £92,000). Concessionary fare payments where reduced patronage would normally deliver savings are forecast to continue at pre pandemic level. A Council decision to continue to support bus operators in maintaining services in accordance with central government guidance will be made in February. This could generate a small budget saving not yet included in the forecast.
- 59. The costs of journeys relating to Adult Social Care and extra Covid-19 requirements is still projected to create a £0.25 million pressure within fleet services this year.

- 60. The PFI contract with Dorset Council covering Christchurch street lighting has a £197,000 budget pressure forecast.
- 61. An income pressure of £72,000 is forecast in sustainable transport relating to a reduction in departure fees earned at the Bournemouth Travel Interchange.
- 62. More positively, reduced activity and associated expenditure on staff and external agency and contractor workers means a £215,000 saving is forecast in transport development and similarly a £200,000 saving is forecast in flood and coastal management services.
- 63. Improved recovery of costs in the smart cities team will also provide a £100,000 saving in the year.
- 64. All previously reported mitigation savings remain on track, with the exception of the funfair as reported at quarter two. This includes within destination and culture temporary savings arising from the outbreak period at £1.3 million, cancellation of the air festival at £0.3 million. The delay by the previous administration until next year of £150,000 spend on culture as part of members' priorities has been restored by £20,000 through the 100-day plan. Vacant posts and other budgets continue to provide £0.1 million of savings.
- 65. Development have identified £0.3 million in savings from leaving vacancies unfilled and reduced spend as a result of the outbreak, and £0.3 million from delaying Member priorities.
- 66. Growth & infrastructure are projecting savings from reduced spend as a result of the outbreak of £0.7 million and unfilled vacancies of £0.5 million.

Resources - net variances of £2.5 million

- 67. The quarter two position identified a net overspend of £2.2 million mostly in relation to the impact of Covid-19. This has increased at quarter three to £2.5 million.
- 68. Additional pressures in the directorate of £0.3 million has been identified in relation to spend on mobile phone data and telephones partly as a result of Covid-19 working arrangements. This has been offset by reduction in the assumed overspend on salaries as highlighted in the last budget monitoring update report.
- 69. The mitigation savings identified in June are largely on track to be delivered.

Central items

- 70. In previous monitoring reports a pressure totalling £11.9 million has been reported in relation to council tax and business rates loss of income. The expectation was this amount would be earmarked in reserves to deal with the estimated collection fund deficit payable in 2021/22. The government in December 2020 confirmed that these estimated deficits are to be spread over 3 years. Therefore, the previous variance can be removed and instead a contribution made to the resilience reserves for transformation, Covid-19 and MTFP mitigation.
- 71. In previous monitoring reports it has been highlighted that the budget for a revenue contribution to capital would instead be redirected to support transformation costs. As part of setting the 2021/22 budget a thorough review of resources has been undertaken to ensure the impact on revenue is as limited as possible. This identified that the £2.4 million revenue contribution to capital could be released to further contribute towards the Covid-19 and transformation mitigation reserves.

72. The council claim to government for furloughing staff has reduced from that previously assumed in the September position by £0.2 million as staff returned to work earlier than expected. Future claims are expected to be small as any spare capacity created through service closures will be available to support additional activities required during the current lockdown within the council or to support the national effort in partner organisations.

Reserves monitoring 2020/21

- 73. Earmarked reserves have been set aside for specific purposes and these were reconsidered in June in the light of the new financial environment and need to fund the transformation programme which is fundamental to delivering savings at scale. The 2021/22 budget and MTFP report on the agenda considers the future use of reserves in more detail.
- 74. The position in December was that £0.6 million of financial resilience reserves may be needed in 2020/21 to balance the budget. The updated position requires no draw down to balance the position.
- 75. Any financial resilience reserves no longer needed to balance the 2020/21 budget can be used to support the MTFP.
- 76. Figure 2 below summarises the projected movement in reserves during the current financial year.

Figure 2: Summary of projected movements in reserves

	Balance 1 April 2020	Balance 31 March 2021	Movement
	£m	£m	£m
Earmarked reserves	53.8	66.7	12.9
Un-earmarked reserves*	15.4	15.4	0.0
Total reserves	69.2	82.1	12.9

^{*}These amounts do not include the deficit on the dedicated schools grant

77. The main **movement** on other earmarked reserves during the year are as follow:

Financial Resilience Reserves

a) (£25,103k)	Refinancing of the Capital Programme Reserve New reserve set up as culmination of refinancing the capital programme from borrowing. Amount will be drawn down in 2021/22 to support the budget
b) (£12,082k)	Covid-19 Financial Resilience Reserve Contribution from the in-year position to support additional pressures as a result of the ongoing pandemic
c) (£6,198k)	Transformation Mitigation Resilience Reserve Further contribution from the in-year position to fund estimated revenue pressures from the Transformation project.

Transition and Transformation Reserves

d) £1,364k Pay & Reward Strategy

Full use of reserve to pay for work on pay and

reward strategy

e) £425k Local Government Reorganisation Costs

Full use of reserve to pay for remaining LGR costs

f) £947k Redundancy Reserve

Full use of reserve to pay for actual and potential

redundancy costs.

Government Grants

g) £11,102k Covid-19 Grant Tranche 1

Full use of Tranche 1 grant received in March 2020

rolled forward

78. Appendix B provides the detail of projected reserve movements for 2020/21

Dedicated Schools Grant (DSG) 2020/21

- 79. The DSG is allocated within four expenditure blocks for early years, mainstream schools, central council services and high needs. The aim would normally be to set the DSG budget for a balanced position overall.
- 80. The council is no longer able to add to the DSG from its own resources with the Department for Education (DfE) imposing a limit on how much funding can be transferred away from mainstream schools to support the high needs budget. Consequently, despite initiatives to reduce expenditure, the high needs budget for 2020/21 was set with a shortfall of £6 million compared with funding available from the DSG.
- 81. There is a surplus in 2020/21 of £1 million from the school's funding block after all mainstream schools received their full national formula allocations. The DfE did not approve transferring this to support high needs expenditure and it remains unallocated to offset the deficit overall.
- 82. The accumulated deficit at 31 March 2020 was £4.6 million, with the budgeted funding shortfall net of projected in-year variances increasing this to £10.6 million by 31 March 2021.
- 83. Figure 3 below summarises the projected deficit for the dedicated schools grant at 31 March 2021.

Figure 3: Summary position for dedicated schools grant

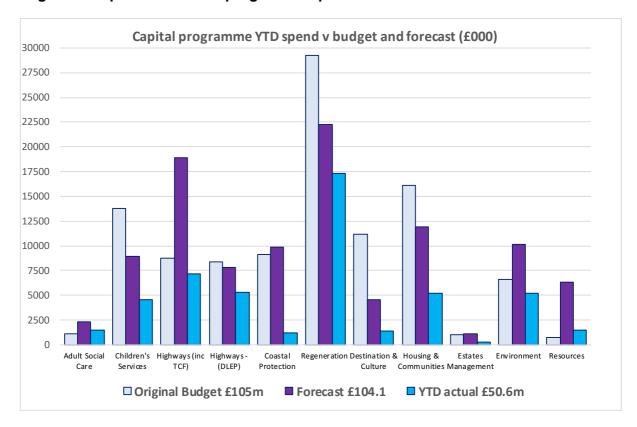
	£m
Accumulated deficit 1 April 2020	4.6
Budgeted high needs shortfall 2020/21	6.0
School funding block surplus 2020/21	(1.0)
Projected savings on other blocks 2020/21	(0.4)
Projected pressure in high needs block 2020/21	1.4
Projected deficit 31 March 2021	10.6

- 84. The plan to reduce the growth in the number of EHCP's is projected to deliver against target but the average cost of a plan remains greater than 2019/20. The savings target in the budget was based on the impact of the additional lower cost places being created in our local schools.
- 85. The service is continuing to report progress in reducing the high needs budget at monthly budget overview meetings with reporting to the Department for Education twice a year at regular intervals.

Capital budget monitoring 2020/21

- 86. 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.
- 87. The council has successfully secured significant levels of new government grant this financial year including Transforming Cities Grant, Challenge Fund Grant, Emergency Active Travel Grant, and additional grant allocations for Pothole Grant and Disabled Facilities Grant. Given the timing of grant receipt and impact of three in-year national lockdowns, a significant proportion of this grant funding is not realistically expected to be utilised this financial year.
- 88. As a result, despite the allocation of additional external funding, the latest overall full year forecast capital spend is £104.1 million. This is comparable with the original budget of £105.7m approved by Council in February 2020.
- 89. Figure 4 below compares year to date spend to 31 December 2020 with original budget and latest forecast. At £50.6 million, actual spend to date is 49% of latest full year forecast. At time of report writing the UK has only just entered its third national lockdown. Where known, capital budgets have been adjusted for the impact of this on likely quarter four spend.
- 90. The full impact of lockdown is, however, difficult to assess with certainty at this stage. It is therefore probable that substantial levels of capital budget will remain unspent at 31 March 2021. These budgets will be rolled forward into next year's capital programme.

91. Figure 4: Capital investment programme spend



Capital investment programme - highlights

- 92. Adults & Children's Services Carter School construction works are expected to complete in February / March 2021. Contracts have been awarded to progress new school build at Hillbourne School. The council continues to focus on additional capital investment in local SEND school places to mitigate significant revenue pressures in the high needs block. Around £1.7 million of capital budget is planned for 2020/21 for new satellite SEND provision across various sites, with further investment planned in 2021/22. In adult's social services, the integrated community equipment store capital budget is increased from £1.1 million to £1.8 million. This increase is funded from additional disabled facilities grant allocated to the service. Cabinet approval is sought for this budget increase in this report.
- 93. **Highways** The council currently estimates spend around £8.3 million spend on transforming cities fund (TCF) capital projects in 2020/21, including investment in sustainable travel corridor S5 (Poole Town to Ferndown / Wimborne). The TCF is an ambitious and far-reaching programme of strategic investment that is supported by robust governance arrangements and is delivered in partnership with Dorset Council. Additionally, £1.6 million of the council's total £4.2 million challenge fund grant funding received this year is due to be spent in advance of the year end. The council has also allocated £0.9 million pothole grant funding towards its street scene operations, for highways improvements undertaken across the conurbation. The remainder of planned spend this year includes highways and bridges maintenance, walking and cycling improvements, road safety improvements and street lighting.

The council recognises there are significant challenges with delivering the highways capital investment programme through existing internal capacity. It is actively moving forward a recruitment process for new engineering roles ranging from junior to senior technician/engineer level, to increase resources available to manage project delivery.

- 94. **Highways DLEP** £8.0 million investment (including funding from the Dorset Local Enterprise Partnership (DLEP) is budgeted for this financial year. As of 31 December, £5.3 million of this has been spent on major highways improvement works including Blackwater Junction and A338 widening works, Wallisdown connectivity works and Townside Access to the Port of Poole. These capital projects benefit from DLEP pipeline funding, which is limited to spend incurred before 31 March 2021. Spend in these capital budgets must therefore be incurred and invoiced (or accrued for) in advance of this deadline in order to be reclaimed from the DLEP.
- 95. **Coastal protection** The council has recently awarded contracts for both the timber groyne and beach nourishment phases of the £8.9 million Poole Bay Beach Management programme, Work has commenced at pace with the majority of spend expected to be invoiced in quarter four. This programme is delivered in partnership with the Environment Agency.
- 96. **Regeneration** The council remains committed to delivering a strategic programme of regeneration in the Lansdowne business district, including 5G digital connectivity and infrastructure, in partnership with DLEP. The scheme has undergone significant revision during the year. As a result, £3.7 million of DLEP grant funding originally earmarked to the programme will no longer be required. As with all DLEP funded schemes, the council must incur spend in advance of 31 March 2021 in order to access DLEP funding. Spend that fails to be included within final DLEP grant claim must be funded from council resources. Clearly there is significant financial risk to the council in the event that the council fails to meet this deadline a risk that is heightened by the current national lockdown. **No financial provision has been made for this risk**.
- 97. As at 31 December the council has planned (but not yet reclaimed from DLEP) capital spend of £2.3 million in quarter four for Lansdowne Business District. A further £0.8 million planned spend for quarter four is outstanding on Lansdowne 5G and Smart Places Business Model development. Given the financial and reputational risks associated with this, these projects are monitored and reported to DLEP on a monthly basis. Officers are clear that every effort must be made to ensure the council does not commit to spend where there is no assurance that works will be completed in time to comply with DLEP grant claim deadlines. Officers are also clear that there is a need to ensure all spend attributable to these schemes is identified as quickly as possible and included within final DLEP grant claim.
- 98. Additionally, Ministry for Housing, Communities and Local Government (MHCLG) £1.0m towns fund grant awarded 25 September 2020, is required to be spent on Boscombe regeneration schemes by 31 March 2021. Whilst there is currently no scope to extend this deadline beyond this date, there is a clear plan in place to incur spend within the required timeframe.
- 99. The council also acquired the former power station land in the Holes Bay area of Poole earlier in the year. Work is underway to develop plans for new housing on this site which will include an appropriate level of affordable housing provision.

- 100. **Destination & culture –** Cliff stabilisation works at Canford Cliffs are progressing well and are due to complete by Spring 2021. It is proposed that this project is 'refinanced' with the use of new prudential borrowing to fund the project instead of capital fund see capital budget virements section of this report. Subsequent phases of work in the area including pavilion works and new beach hut development are planned for 2021/22 and 2022/23. The seafront development programme also includes a programme of separate and innovative capital schemes that span the breadth of the council's coastline. These are planned to be delivered at pace in 2021/22. Programme delivery is monitored regularly by the council's Seafront Development Board.
- 101. **Housing** Capital budget reflects construction of a new 46-unit housing development at the St Stephens. At the time of report writing the council expects the works to complete by the end of the year. There is clearly the potential for some work to slip into 2021/22 as a result of the third national lockdown. The council has also approved £3.5 million budget in 2020/21 for the acquisition of new homes under its temporary housing accommodation portfolio. The £3.5 million budget is part funded from £1.6 million Next Steps government grant, which must be utilised by 31 March 2021. 20 new homes are planned to be acquired through the programme this year. Of this 7 have been purchased, leaving 13 to be acquired before year end. Considering the lockdown, officers are preparing risk assessments and seeking management approval to resume viewing of properties identified as potential acquisitions.
- 102. **Environment** The council is developing a long-term strategic fleet replacement plan, that will be both environmentally and financially sustainable. The capital programme will be updated once this plan is approved (expected spring 2021).
- 103. **Resources** As well as annual investment in the council's ICT investment plan, the council has budgeted for £2 million one-off capital investment in ICT infrastructure and equipment as part of its transformation programme. This includes investment in laptops and Microsoft Teams, to maintain (and improve) agile working arrangements and investment in contact centre telephony, backup and security tools and data management.
- 104. In November 2020 the council approved capital budget of £5.7 million to facilitate the move to new civic office accommodation in Bournemouth. At this early stage of the programme the budget is profiled £2.9 million in 2020/21 and £2.8 million in 2021/22, with all works completed in time for full transition to new working space by autumn 2021. Existing civic office space that becomes vacant at this point (Poole and Christchurch civic centres) have been earmarked for subsequent disposal by 31 March 2022. No financial provision has been made for any building related costs beyond this date.

Capital investment programme – financing

105. The council has refinanced its capital investment programme significantly in response to the revenue budget pressures. This process has focussed on switching capital reserve funding allocated to specific capital projects to alternative funding sources (for example, community infrastructure levy or prudential borrowing). As a result of this work £2.8 million of capital reserves (built up from historic revenue budget contributions) have been released from the capital programme this year to support the 2020/21 revenue budget. In addition, a further £25.1 million of capital reserve (including £3.2 million capital refinancing adjustments proposed for Canford

- Cliffs stabilisation and Hillbourne School in the capital virements section of this report) that was previously allocated to the capital programme has now been earmarked to support the 2021/22 revenue budget.
- 106. In choosing to undertake additional prudential borrowing the council is mindful of the CIPFA Prudential Code, which restricts the use of prudential borrowing to capital spend, and only where affordability of annual borrowing repayment costs can be demonstrated. Provision has been made within the MTFP for the new annual borrowing repayment costs. In doing so the council is taking advantage of comparatively low interest rates available from the Public Works Lending Board (PWLB) and linking expenditure to the timing of the benefits received.
- 107. Figure 5 below summarises the revised funding profile for 2020/21 planned capital programme. It demonstrates the general repurposing of earmarked reserves and capital receipts away from the capital investment programme (CIP). In line with the council's flexible use of capital receipts strategy, this funding is now earmarked to fund one-off revenue costs within the council's transformation programme. That said, based on the current profile of CIP spend in 2020/21, £2.7 million of capital fund is still currently earmarked for utilisation in 2020/21. Larger CIP projects to be funded from this include BH Live asset maintenance, Mosaic caseworker system, and Poole Park.

108. Figure 5: Capital investment programme financing

	£000
Government grant	62,148
Third party receipts	497
s106 developer contributions	2,416
CIL	1,895
External Funding Contributions	66,957
Capital fund (revenue funding for capital)	2,647
Capital receipts	34
Earmarked reserves	1,290
PRU borrowing - funded from HRA land transfers	1,250
PRU borrowing - repaid annually through the MTFP	31,904
BCP Funding Requirement	37,125
Capital Investment Programme Funding	104,082

Capital Budget Virements

109. In accordance with BCP Financial Regulations, the following capital budget virement requires **Cabinet** approval, as is in excess of £0.5 million but below £1m.

Service Directorate: Adult Social Services

Budget virement: Increase Integrated Community Equipment Store

(ICES) budget by £681k

The capital budget for the council's investment in community equipment and technology enablement has been increased by £681,000 in 2020/21. This increase is funded largely from the allocation of prior year unspent disabled facilities grant originally earmarked to private housing adaptation work. Looking ahead, the council is rescheduling private housing adaptation work postponed from 2020/21 (and planned for 2021/22) as a result of constraints imposed by Covid-19.

110. In accordance with BCP financial regulations, the following capital budget virements require **Council** approval, as they are in excess of £1m.

Service Directorate: Corporate

Budget virement: £3.2 million capital programme refinancing

As part of the council's general refinancing of the capital programme, it is proposed that £3.2 million capital fund allocated as funding for Canford Cliffs stabilisation works (£1.9 million in 2020/21 and £0.6 million in 2021/22) and Hillbourne School (£0.7 million in 2020/21) is released to support the council's MTFP. The funding will be replaced with new prudential borrowing and CIL. The costs of additional annual borrowing repayments are factored into the MTFP.

Service Directorate: **Growth & Infrastructure – coastal protection**

Budget virement: Accept £12.m Environment Agency Grant funding

The council's outline business case for the Poole Bridge to Hunger Hill flood defence scheme was submitted to the Environment Agency in quarter three of this year, requesting £12.5 million flood defence grant in aid funding from which to deliver the scheme. Following a successful bid meeting with the Environment Agency's 'large projects review group', this funding has now been secured. In line with financial regulations council approval is sought to accept this funding. There is no local contribution funding requirement. The works are planned to commence in 2021/22 and are included within Budget 2021/22 report.

Housing Revenue Account (HRA) monitoring 2020/21

- 111. The 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.
- 112. Within the HRA the council 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 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.
- 113. The impact of the pandemic was initially expected to reduce HRA revenue collection by an increase in number of void properties leading to lower levels of rent charges raised. To date this has not happened but there continues to be a risk for income collection from the economic impact for tenants. This continues to be closely monitored.
- 114. Any changes to the revenue forecast from an otherwise balanced position is reflected in either an adjustment to the revenue contribution to capital or a call on HRA reserves within the ringfence.
- 115. In the capital programme, planned works in people's homes were delayed in the first lockdown period with further delays in November and now expected over the final quarter. Maintenance programmes are estimated to be reduced by approximately £4 million across both neighbourhoods (an increase from only £1 million of works projected to be delayed at quarter two). The unused budget this year will be carried forward within the programme for next year. As reported last time there have also

been significant delays in some of the major capital projects planned for this year. These projects will be rephased with £11 million of slippage into future years. This slippage results in lower borrowing requirement for the HRA in 2020/21 as reserves will be used to fund the capital programme.

Bournemouth neighbourhood

116. Appendix C1 provides the detail of revenue and capital budget monitoring statements for the Bournemouth neighbourhood.

Revenue account

117. There are no material income variances currently projected, with rents receivable being maintained against plan. There are support cost and repairs savings as a result of the lockdowns, with it now not expected that work will recover in the final quarter.

Capital programme

- 118. The capital programme of £19.7 million is projected to be £11.1 million spent (56% delivered) by the end of the year. At December 2020 expenditure of only £5 million has been incurred (45% of the latest forecast).
- 119. Previously delayed planned maintenance works are no longer expected to recover during the remainder of the year with £2.7 million projected to be carried forward into next year. There is reduced expenditure across most categories of spend in this element of the programme.
- 120. Significant delay is also being experienced in the development programme from the closedown of some sites during lockdown periods, slipping the programme by a further £5.9 million. These delays are likely to have an impact on the phasing of the programme into future years.

Poole neighbourhood

- 121. Poole Housing Partnership (PHP) prepare the budget monitoring information for the Poole neighbourhood with the end of December position reported on 19 January 2021 to the PHP Board.
- 122. Appendix C2 provides the detail of revenue and capital budget monitoring statements for the Poole neighbourhood.

Revenue account

- 123. There are no significant income budget variances currently projected for the revenue account with the rents raised projected to be only slightly ahead of budget (77% of the annual forecast raised by the end of quarter three). Collection rates are being maintained but will remain a risk over the final quarter.
- 124. In expenditure there is a £0.2 million overspend due the waking watch at Sterte Court from delay in the project to replace cladding. The impact of the overspend is reflected in the reduced revenue contribution to capital projected for the year.

Capital account

125. The February 2020 report to Council agreed a £21.4 million capital programme for the HRA in 2020/21. This budget included carry forwards from 2019/20 of £0.45 million. Additional carry forwards were identified at outturn totalling £0.23 million due

- to delayed roofing, door replacement and fire risk assessment work. This brings the revised budget for 2020/21 to £21.6 million.
- 126. The projected outturn is for delivery of £14.3 million, representing 66% of the programme and a shortfall of £7.3 million (a similar level as reported at quarter two). At December 2020 only £5.3 million has been spent equating to 37% of the current annual projection. There is slippage in the maintenance programme of £1.2 million and £6 million for major projects.
- 127. The projected slippage across the programme reported at quarter two has increased with the third lockdown except for the Sterte Court cladding project and Old Town tower block works which are projected to recover some of the previously expected expenditure delay.

Scenario planning

- 128. Services consider previous and current year trends in estimating budget requirements over the remainder of the financial year with the most likely scenario taken forward in year-end financial projections.
- 129. At this stage it is assumed that the impact of the lockdown starting in January 2021 will be throughout quarter four.

Summary of financial implications

130. This is a financial report with budget implications a key feature of the above paragraphs.

Summary of legal implications

131. The recommendations in this report support the management of budget risks in the current year, MTFP and the overall financial viability of the council. The capital virements are required by the council's financial regulations.

Summary of human resources implications

132. There are no human resources implications from this report. The June Cabinet budget monitoring report included the implications of the current budget mitigation strategy.

Summary of sustainability impact

133. Different ways of working are continuing to reduce staff travel as included in the budget mitigation strategy. The accommodation strategy, and the smaller estate in future years will also lower pollution and energy consumption.

Summary of public health implications

- 134. The council is seeking to maintain appropriate services for the vulnerable as well as improve the sustainability of services important for the wellbeing of all residents.
- 135. The projected outturn includes a significant allowance for PPE to protect staff and residents to ensure compliance with all guidance to be issued by Public Health England over time.

Summary of equality implications

136. Budget holders are managing their in-year budget savings to minimise any adverse equalities issues.

Summary of risk assessment

137. The largest risk to current projections is within adult social care costs from the work underway to support the NHS achieve as rapid as possible discharge from hospital into suitable care provision.

Background papers

138. 2020/21 Budget and MTFP report to February 2020 Council

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?Cld=285&Mld=3726&Ver=4

139. Finance update report to 27 May 2020 Cabinet

http://ced-pri-cms-

02.ced.local/documents/s17294/BCP%20Council%20Finance%20Update.pdf?\$LO\$=1

140. Covid-19 budget monitoring report 2020/21 to 24 June 2020 Cabinet

http://ced-pri-cms-

02.ced.local/documents/s17802/Budget%20Rebase%20202021.pdf?\$LO\$=1

2020/21 Budget Monitoring and Medium-Term Financial Plan Update to 11
 November 2020 Cabinet

http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?MId=4617&x=1

2020/21 Budget Monitoring and Medium-Term Financial plan Update to 16
 December 2020 Cabinet

http://ced-pri-cms-

02.ced.local/ieListDocuments.aspx?Cld=285&Mld=4258&Ver=4&\$LO\$=1

Appendices

Appendix A1 Projected variances greater than £100,000 for 2020/21

Appendix A2 Revenue summary position 2020/21

Appendix B Schedule of movement in reserves for 2020/21

Appendix C1 Summary of Bournemouth neighbourhood HRA for 2020/21

Appendix C2 Summary of the Poole neighbourhood HRA for 2020/21

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Appendix A1: Budget Variances Greater than £100,000

Adult Social Care & Public Health

Budget	Explanation	September Variance 2020/21 £000s	December Variance 2020/21 £000s	Change £000s
Covid Pressures		20000	20000	20000
All client groups	Potential market pressures	4,902	4,902 5,196	
All client groups	Client related expenditure - all client groups	304	309	5
All client groups	Service user contributions	360	360	0
Reablement	In house care provision	77	0	(77)
Employees	Other worker related expenditure	300	275	(25)
All client groups	Delayed transformation and other savings	940	940	0
All client groups	Additional infection control pressures to support the market	0	0 0	
All client groups	Additional infection control grant	0 0		0
All client groups	Care cost from hospital discharge schemes funded by Health	11,633	19,165	7,532
All client groups	Funding from Health for hospital discharge schemes	(11,633)	(19,165)	(7,532)
Savings in June Mit	gation Strategy			
Fundamental Base Budget Review	Budget rebase including LGR disaggregated amounts, care costs and reduced activity due to Covid-19 such as mileage and training.	(1,300)	(1,300)	0
Employee Costs - Care	Savings relating to vacant posts.	(1,000)	(1,000)	0
Long Term Conditions	Reduction in placement numbers as measures are put in place to provide alternative provision in a client's own home.	(500) (500)		0
Long Term Conditions	Implementation of a strengths based approach to assessment and enhanced review programme of support being provided to		(300)	0

Long Term Conditions	Implementation of a strengths based approach to assessment and enhanced programme of review of support being provided to residents who use direct payments, ensuring that care packages meet eligible needs under the Care Act 2014.	(200)	(200)	0
Learning Disability and Mental Health	Package of measures including targeted reviews, achieving best value from s117 and reviewing the need to maintain case contingencies for cases in Continuing Health Care or Ordinary Residence disputes.	0	0	0
Tricuro Savings	Efficiency savings in relation to care services provided by Tricuro.	(200)	(200)	0
Employee Costs - Commissioning & Improvement	Savings relating to service restructure.	(110)	(110)	0
Day Opportunity Initiatives	Consistent application of eligibility criteria across the BCP Council area.	(100)	(100)	0
Other Pressures and	Savings			
Employees	Saving from vacancies	(1)	0	1
Care Packages	Demand for care from all client groups	1,500	652	(848)
Client Contributions	additional client contributions including deferrred payments from all client groups	(1,775)	(2,305)	(530)
Miscellaneous	Other smaller pressures and savings	276	(264)	(540)
Total Adult Social Car	e & Public Health	3,173	1,453	(1,720)

Children's Services

Budget Explanation		September Variance 2020/21 £000s	December Variance 2020/21 £000s	Change £000s
Covid Pressures				
Social Care	Additional numbers and complexity of places	4,020 4,161		141
Employees	Staffing restructures	229	229	0
Support to Schools	Support in the recovery period	250	0	(250)
Social Care	Early help contact/ S17/ and loss of income	660	710	50
Savings in June Mit	gation Strategy			
Employee Costs	Savings relating to service restructure.	(237)	(237)	0
Supplies & Services - Miscellaneous	Budgets temporarily underspent due to Covid-19 and budgets that can be permanently reduced.	(200)	(200)	0
Commissioning Framework	Review of commissioning framework and service level agreements.	(165)	(165)	0
Partnership Reserve	One-off return of built up partnership reserve - requires board agreement.	(100)	(100)	0
Other Items Below £100k.	Various budget reductions.	(55)	(55)	0
Other Pressures and S	Savings			
Employee Costs	Post ofsted action plan	310	310	0
Employee Costs	Pressures continuing from last year in the front door and business support and new pressure in SEN team, operation Thunderstorm and systems and locality teams	1,581	2,173	592
SEN Transport	Increased cost due to transportnig to new satalite sites and high cost for 2 children	0	230	230
SEN Legal Costs	Cost of tribunals	0	150	150
Miscellaneous	Other smaller pressures and savings / vacancy drag	0	(413)	(413)
Public Health	Contribution of pan Dorset public health service underspend to council spend on public health activities	0	(500)	(500)
Total Children's Servi	ces	6,293	6,293	0

Environment & Community

Budget Explanation		September Variance 2020/21 £000s	December Variance 2020/21 £000s	Change £000s
Covid Pressures				
Waste Services	Income-generating services: Mainly impact of loss of trade waste income through previous lockdowns and continuation of current lock down until March	976	1,385	409
Highways Maintenance	Reduced inspections, potentially increased insurance claims, loss of income-generating work	15	15	0
Bereavement Services	Establishment of excess death facility and additional service activity, implementation of social distance measures	794	862	68
Catering & Concessions	Income loss due to closures - now extended to March	222	262	40
Temporary Accommodation	Considered net in previous reports	0 0		0
Temporary Accommodation	Accommodation and food costs	2,757	2,826	69
Temporary Accommodation	Security costs	1,056	1,056	0
Temporary Accommodation	Housing Subsidy shortfall	611	611	0
Temporary Accommodation	Temporary Accommodation - night support worker	581 387		(194)
Temporary Accommodation	Resettlement officer, cleaning, enhanced rent deposits	185	185	0
Temporary Accommodation	Housing Benefit	(797)	(848)	(51)
Temporary Accommodation	MHCLG specific grants related to covid pressures, plus reprioritisation of other revenue grants	(2,795)	(3,084)	(289)
Housing	Telecare	100	85	(15)

Housing - Facilities Management	Mainly reduced income for works with recovery of earlier losses no longer possible in third lockdown	64	942	878
Communities	Licensing/Markets loss of income	407 373		(34)
Parks and Open Spaces	Kings Park Nursery, Catering, Golf, Hengistbury Head Visitor Centre & Land Train	777	661	(116)
Savings in June Mit	gation Strategy			
Communities:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(150)	(150)	0
Employee Costs - Regulatory	Savings relating to service restructure.	(121)	(121)	0
Employee Costs - Communities	Savings relating to vacant posts.	(69)	(69)	0
Other Items Below £100k.	Various budget reductions.	(142)	(142)	0
Environment:				
2020/21 priorities (some restoration through later 100 day plan)	Removal or reduction of priorities relating to climate change, street cleansing, unauthorised encampments and highways maintenance.	(582)	(582)	0
Employee Costs	Savings relating to vacant posts.	(384)	(384)	0
Poole Crematorium	Continue with current service provision.	(103) (103)		0
Waste & Cleansing Collection Rounds	Efficiencies relating to collection round re-balancing for two rounds.	(77)	(77)	0
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(69)	(69)	0
Other Items Below £100k.	Various budget reductions plus increased income relating to cess pit emptying and replacement bins.	(145)	(145)	0
Housing:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(406)	(406)	0
Solar Panel Income	Rebalancing solar panel budget for HRA stock to reflect current activity.	(300)	(300)	0
Bad Debt Provision	Temporary suspension of contribution to rent deposit bad debt provision.	(150)	(150)	0

Employee Costs - Housing	Savings relating to vacant posts.	(138)	(138)	0
Employee Costs	Largely temporary changes to establishment budget and reduction to back fill.	(109)	(109)	0
Other Items Below £100k.	Various budget reductions.	(52)	(52)	0
Other Pressures and	Savings			
Recharge Income	Rebase income budget in line 2019/20 outturn	246	246	0
Waste Services	Partially due to non application of RDF taxes	(534)	(546)	(12)
Housing	Housing Related Support Contract Saving		(100)	27
	Other Items Below £100k.	109	122	13
Total Environment &	Community	1,650	2,443	793

Regeneration & Economy

Budget Explanation		September Variance 2020/21 £000s	December Variance 2020/21 £000s	Change £000s
Covid Pressures				
Car Parking	Parking charges, PCN income	9,516	11,916	2,400
Seafront and Tourism	Short term beach hut lets, concession income	3,505	3,913	408
Culture and Heritage	Highcliffe Castle, Arts & Museums, Libraries, Archives, Russell Cotes	952	1,012	60
Leisure Centres	BH Live, Two Riversmeet	3,664	3,472	(192)
Growth and Infrastructure	Fewer hours able to be recharged to capital schemes	1,479	1,344	(135)
Upton Country Park	All park activities	103	103	0
Transportation	Free use of Beryl bikes by NHS staff and key workers	30 30		0
Resort Management	Costs incurred to ensure a safe and compliant resort following the easing of lockdown	1,253	1,253	0
Planning	Covid-19 impact on fees	604	534	(70)
Building control	Covid-19 impact on fees	607	529	(78)
Savings in June Mit	gation Strategy			
Destination & Culture:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(1,320)	(1,320)	0
Air Festival	Net savings from cancellation of the air festival.	(232)	(232)	0
2020/21 Budget Priorities	Removal of budget priority relating to Culture.	(150) (150)		0
Employee Costs	Savings relating to vacant posts.	(113)	(113)	0
Temporary Funfair	Major temporary funfair at Pier Approach, Lower Gardens and Poole Quay	0	0	0
Other Items Below £100k.	Various budget reductions.	(61)	(61)	0
Development:				

2020/21 Budget Priorities	Removal of budget priority relating to Regeneration.	(326)	(326)	0
Employee Costs	Savings relating to vacant posts.	(184) (184)		0
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(106)	(106)	0
Growth & Infrastructure:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(688)	(688)	0
Employee Costs	Savings relating to vacant posts.	(510)	(510)	0
Other Items Below £100k.	Various budget reductions.	(40)	(40)	0
Planning	Salaries and non pay savings	(177) (149)		28
Building control	Salaries and non pay savings	(49) (88)		(39)
Other Pressures and	d savings			
Car parking	Richmond Gardens car park repair of sink hole	71	71	0
Transport Network	Traffic lights and signalling contract pressures	92	92	0
Car parking	Business rates	114	114	0
Passenger Transport	Adult Social Care Fleet	250	250	0
Street Lighting	PFI contract pressure	0	197	197
Smart Cities	Improved recovery of rechargable costs	0	(100)	(100)
Transport Development	Reduced activity and associated consultant costs	0	(215)	(215)
Flood and Coastal	Reduced activity and associated salary costs	0	(200)	(200)
Sustainable Transport	Loss of departure income from Travel Intercharge	0	72	72
Total Regeneration &	Economy	18,284	20,420	2,136

Resources

Budget	Budget Explanation		December Variance 2020/21 £000s	Change £000s
Covid Pressures		£000s		
Land Charges	Lost of income due to reduced activity	150	150	0
Registrars	Reduced weddings, increased death certificates	700	700	0
Housing Benefits	Housing Benefit Subsidy	50	50	0
Emergency Planning	Standby payments	0	0	0
ICT Services	Budget WAN saving undeliverable as unable to be on site	226	243	17
PPE Purchases	Estimate for items not within services	600	600	0
Tax Collection	Reduction in court summons income from Council Tax and NNDR	1,116	1,116 1,116	
Customer Services	Overtime and equipment	94	60	(34)
Law & Governance	Legal Fees	80	63	(17)
Other Pressures	Miscellaneous other (< £100k overall)	156 184		28
Savings in June Mit	gation Strategy			
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19 and budgets that can be permanently reduced.	(514)	(514)	0
Employee Costs	Savings relating to vacant posts.	(250)	(250)	0
Insurance	Temporary reduction in contribution to insurance provision.	(200)	(200)	0
Election Reserve	Temporary removal of election reserve contribution.	(170)	(170)	0
Housing Benefits	Removal of unused budget for the harmonisation of local council tax support scheme.	(146)	(146)	0
Other Pressures and savings				
Resources	Salary cost pressures	142	61	(81)
Resources	Other cost pressures (including additional spend on telephones and mobile phone data)	258	574	316
Resources	Changes to members allowances as agreed 24 November 2020 Council	36	76	40

Resources	Centralisation of stationery project to manage spend	(100)	(100)	0
Total Resources		2,228	2,497	269

Corporate Items

Budget	Explanation		December Variance 2020/21 £000s	Change £000s
Covid Pressures				
Investment Property	Rent reductions / company administrations	2,328	2,328	0
Council Tax	5% on annual yield for duration of scenario	5,009	0	(5,009)
Council Tax	Increased bad debt provision	3,271	0	(3,271)
Business Rates	Loss of excess income to safety net level	3,661	0	(3,661)
Savings in June Mit	gation Strategy			
Furloughed Staff	Estimated claim - adjusted since October	(980)	(807)	173
Pension Costs	Saving in pension contriubtion to reflect actual costs.	(30)	(30)	0
Other Pressures and	d savings			
Redudancy Costs	Contribution towards expected redundancy costs as a result of Transformation.	0	13,282	13,282
Revenue contribution to capital - general	Previously showed the budget supporting transformation in 2019/20 but will instead support 2020/21 budget	0	(2,480)	(2,480)
Revenue contribution to transformation	Previously showed the budget supporting transformation of £2,480k in 2019/20 but instead £100k needed	0	100	100
Estates Management	Revenue impact of estates project (November Cabinet)	251	251	0
Transformation - Smarter Structures	External support to increase the pace of change	350	350	0
100 Day Plan	Additional in-year expenditure across various areas including street cleansing, prevention of antisocial behaviour, homeless initiatives, regeneration and mental health, much of which is aimed at increasing a sense of pride in the BCP Council area.	365	365	0
Interest Payable	Reduction in interest rates on temporary borrowing cost	(185)	(182)	3
Investment Income	Reduction in interest rates means lower investment returns	55	23	(32)
One off small items	Various income items	(65)	(65)	0
Total Corporate Items		14,030	13,135	(895)

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BCP Council - General Fund Summary 31 December 2020

	Revenue	Working	Covid 19	Covid 19	Other	Forecast	Forecast
Directorate		Budget					Variance
Adult Social Care	Expenditure Total Income Total	209,876 (98,397)		(3,710)	(37)	232,018 (119,086)	22,142 (20,689)
Adult Social Care Total	micome rotal	111,479		(3,710)		112,932	1,453
Children's Services (excl DSG)	Expenditure Total	76,299		(657)	1,384	81,566	5,267
Children's Services Total	Income Total	(14,575) 61,724		(100) (757)	566 1,950	(13,549) 68,017	1,026 6,293
Environment & Community	Expenditure Total	63,296		(2,561)	1,096	68,281	4,985
,	Income Total	(55,895)	(731)	(436)	(1,375)	(58,437)	(2,542)
Environment & Community Total	Expenditure Total	7,401 76,342		(2,997) (4,495)	(279) 281	9,844 76,294	2,443 (48)
Regeneration & Economy	Income Total	(25,119)	19,940	528	0	(4,651)	20,468
Regeneration & Economy Total	F 15 T 1	51,223	,	(3,967)	281	71,643	20,420
Resources (inc PPE costs)	Expenditure Total Income Total	146,682 (113,768)		(1,280)	610	147,212 (111,802)	530 1,966
Resources Total	Indemo rotal	32,913		(1,280)		35,410	2,497
100 Day Plan	Expenditure Total	0	0	0	365	365	365
Total Net Cost of Service		264,740	45,171	(12,711)	1,010	298,211	33,471
Total Net Oost of Oct vice		20.,. 10	10,111	(12,111)	1,010	200,211	00,
Corporate Items	1			(0.07)		(0.07)	(0.07)
Furlough Savings Estates Management		0		(807)	0 251	(807) 251	(807) 251
Smarter Structures		0		0		350	350
Covid and Transformation Mitigation		0				13,282	13,282
Reserve Contribution Provision for repayment (MRP)	+	11,647		0	0	11,647	15,252
Pensions	+	5,612		(30)	0	5,582	(30)
Revenue contribution to capital - general		2,839	(2,480)	Ó	0	359	(2,480)
Revenue contribution to transformation		0		0		100	100
Interest on borrowings High Needs Reserve Contribution	+	1,799 1,230		0		1,617	(182)
Revenue contribution to transformation		0	. , ,	0		1,230	1,230
Contingency		1,151	0	(1,151)	0	0	(1,151)
Parish, Town, Neighbourhood Councils & Charter Trustees		969				969	0
Contingency for pay award Movement to and (from) reserves	+	(344)	0	0		(344)	0
One off small items		0				(65)	(65)
Levies (Environment Agency / Fisheries)		597				597	0
Apprentice Levy Revenue expenditure on surplus assets		565 171		0	0	565 171	0
Corporate Items	Expenditure Total	26,236		(1,988)	13,636	35,504	9,268
•			, , , ,	•	•		•
Corporate Items	1	(6.242)	2,328	0	0	(3,884)	2,328
Investment property income Income from HRA	-	(6,212)					2,320
Other Grant Income		(351)	0			(351)	0
Interest on cash investments		(185)	0	0		(162)	23
Dividend Income Corporate Items	Income Total	(100) (7.797)	2, 328	0		(100) (5,446)	2,351
		11 202 470		(4.4.000)	14.000		
Net Budget Requirement		283,179	45,119	(14,699)	14,669	328,269	45,090
Funding							T
Covid19 Grant - Tranche 1 Covid19 Grant - Tranche 2	+	0		0			(11,102)
Covid19 Grant - Tranche 2 Covid19 Grant - Tranche 3	 	0		0			(10,905) (3,153)
Covid19 Grant - Tranche 4		0		0			(3,883)
Covid 19 Grant - Sales, Fees and Charges Compensation		0	, , ,	0		(- / /	(13,277)
Council Tax Income		(217,075)	0				0
Business Rates Income	 	(58,102)				(58,102) (3,005)	0
Revenue support grant New Homes Bonus Grant	+	(2,648)					0
Collection Fund Surplus Distribution		(1,380)				(, ,	0
Parish/Town/Neigh Coun & Charter Trustees		(969)	0	0	0	(969)	0
Total Funding		(202.470)	(40.220)		1 ^	(22E 400)	(42.220)
Total Funding Net Position		(283,179)		(14,699)			(42,320) 2,770
Potential Project Savings Potential use of Financial Resilience	+	0		-		\	(2,770)
Reserve		0	0	0	0	0	0
Net Position after potential use of		0	2,799	(14,699)	14,669	0	0

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Appendix B - BCP Council - Earmarked Reserves

Detail	31/03/20 Actual Balances	Covid Resilience	Transformation	Estimated Movements	31/03/21 Estimated Balances
	£000's	£000's	£000's	£000's	£000's
(A) - Financial Resilience Reserves	(13,318)	(5,082)	10,331	(42,272)	(50,153)
(B) - Transition and Transformation Reserves	(3,454)	0	718	2,661	(75)
(C) - Asset Investment Strategy Rent, Renewals and Repairs	(2,491)	0	0	276	(2,215)
(D) - Insurance Reserve	(3,500)	0	0	0	(3,500)
(E) - Held in Partnership for External Organisations	(3,071)	0	0	933	(2,138)
(F) - Required by Statute or Legislation	(3,013)	2,591	0	0	(422)
(G) - Planning Related	(1,396)	461	0	224	(711)
(H) - Government Grants	(18,190)	0	0	13,419	(4,771)
(I) - Maintenance	(1,601)	224	0	0	(1,377)
(J) - ICT Development & Improvement	(1,203)	380	0	479	(344)
(K) - Corporate Priorities & Improvements	(2,529)	1,228	0	464	(1,025)
GF Earmarked Reserve Balance - 31 March 2020	(53,766)	(198)	11,049	(23,816)	(66,731)

(A) - Financial Resilience Reserves

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's					
Designed to provide the Council with the ability to manage any emerging issues recognising the 2020/21 Budget has been formed based on the experience of operating the new BCP for nine months. The Financial Liability Reserve has been established to mitigate the deficits on the Dedicated Schools Grant Budget (principally the High Needs Budget deficit) which have to be held against Unearmarked Reserves										
Financial Liability Reserve	(5,500)	0	10,331	(4,831)	0					
Financial Planning Reserve	(892)	0	0	892	0					
Financial Resilience Reserves	(6,675)	1,688	0	4,987	0					
Other Financial Resilience Reserves	(63)	0	0	63	0					
Refinancing of the Capital Programme Reserve	0	0	0	(25,103)	(25,103)					
MTFP Mitigation Reserve	0	0	0	(2,100)	(2,100)					
Covid 19 Financial Resilience Reserve	0	0	0	(9,982)	(9,982)					
Transformation Mitigation Resilience Reserve	0	(6,770)	0	(6,198)	(12,968)					
Financial Resilience Reserves	(13,130)	(5,082)	10,331	(42,272)	(50,153)					

(B) - Transition and Transformation Reserves

(b) - Hansidor and Hansior Mation Keserves									
	31/03/20 Estimated	Covid Resilience	Transformation	Movement	31/03/21 Estimated				
	£000's	£000's	£000's	£000's	£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.									
Transitional and Transformation Costs	(1,181)	0	0	1,181	0				
BCP Programme Resources - Costs originally profiled for 2019/20	(909)	0	718	116	(75)				
BCP Programme Resources - Pay and Reward Strategy	(1,364)	0	0	1,364	0				
Transition and Transformation Reserves	(3,454)	0	718	2,661	(75)				

(C) - Asset Investment Strategy Rent, Renewals and Repairs

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's
Purpose: Resources set a side as part of the process of managing annual fluctuations in	n the rent, landlord repairs and o	osts associated with the council	s commercial property acquisitio	ons as set out in the Non Treasu	ry Asset Investment Strategy.
Asset Investment Strategy Rent, Renewals and Repairs	(2,491)	0	0	276	(2,215)

(D) - Insurance Reserve

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 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	0	(3,500)			

(E) - Held in Partnership for External Organisations

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party org	anisations.				
- Dorset Waste Partnership	(202)	0	0	0	(202)
- Dorset Adult Learning Service	(387)	0	0	142	(245)
- Stour Valley and Poole Partnership	(781)	0	0	197	(584)
- CCG Emotional Wellbeing and Mental Health	(655)	0	0	250	(405)
- Local Economic Partnership	(1)	0	0	0	(1)
- Flippers Nursery	(89)	0	0	0	(89)
- Adult Safeguarding Board	(42)	0	0	0	(42)
- Dorset Youth Offending Service Partnership	(367)	0	0	200	(167)
- Music and Arts Education Partnership	(358)	0	0	0	(358)
- Bournemouth 2026	(98)	0	0	98	0
- Bournemouth 2026 - West Howe Bid	(45)	0	0	0	(45)
- Charter Trustees	(46)	0	0	46	0
Held in Partnership for External Organisations	(3,071)	0	0	933	(2,138)

(F) - Required by Statute or Legislation

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with current	accounting practice or legislative	e requirements.			
Building Regulation Account	(128)	0	0	0	(128)
Bournemouth Library Private Finance Initiative (PFI)	(393)	0	0	0	(393)
Carbon Trust	99	0	0	0	99
Business Rates Levy payments annual variation reserve	(2,591)	2,591	0	0	0
Business Rates 19/20 Settlement Grant - paid 18/19 - Surplus national levy/safty net account	0	0	0	0	0
Required by Statute or Legislation	(3,013)	2,591	0	0	(422)

(G) - Planning Related

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 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	(644)	0	0	95	(549)			
Planning Hearing and Enforcement Reserve	(123)	0	0	0	(123)			
Other Planning Related Reserves	(629)	461	0	129	(39)			
Planning Related	(1,396)	461	0	224	(711)			

(H) - Government Grants

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with specific	grant conditions.				
Total Unspent Grants	(18,190)	0	0	13,419	(4,771)

(I) - Maintenance

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's		
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.							
Corporate Maintenance Fund	(400)	149	0	0	(251)		
Other Maintenance Related Reserves	(1,201)	75	0	0	(1,126)		
Maintenance	(1,601)	224	0	0	(1,377)		

(J) - ICT Development & Improvement

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's			
Purpose: Resources set aside to meet various ICT improvement projects								
ICT Development & Improvement	(1,203)	380	0	479	(344)			

(K) -Corporate Priorities & Improvements

	31/03/20 Estimated £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Estimated £000's			
Purpose: Amounts set a side to deliver various priorities, some of which will be of a historical natured inherited from the predecessor authorities.								
Welfare Reform Reserve / Hardship Fund	(121)	0	0	121	0			
Capital Feasibility and Small Works Fund	(342)	0	0	342	0			
Local Elections Reserve	(187)	0	0	0	(187)			
Other Corporate Priorities & Improvements	(2,067)	1,228	0	1	(838)			
Corporate Priorities & Improvements	(2,717)	1,228	0	464	(1,025)			

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HRA Bournemouth Neighbourhood - Revenue Account 2020/21

	December Actuals	Approved	Forecast Outturn	Variance £000s
	£000s	Budget £000s	£000s	20005
Income				
Dwelling Rents	(17,260)	(22,439)	(22,439)	0
Non-Dwelling Rents	(105)	(147)	(125)	22
Charges for Services and Facilities	(629)	(1,532)	(1,568)	(36)
Contributions towards expenditure	(47)	(60)	(60)	0
Total Income	(18,041)	(24,178)	(24,192)	(14)
Expenditure				
Repairs and Maintenance	2,106	5,378	5,173	(205)
Supervision and Management	4,110	8,575	8,169	(406)
Rent, rates, taxes and other charges	169	222	220	(2)
Bad or Doubtful debts	0	188	188	0
Capital financing costs (debt management)	0	75	75	0
Depreciation	0	7,253	7,253	0
Capital Charges (net)	0		0	0
Interest and investment income	1,238	2,487	2,487	0
Total Expenditure	7,623	24,178	23,565	(613)
(Surplus) / Deficit	(10,418)	0	(627)	(627)

HRA Bournemouth Neighbourhood - Capital Programme 2020/21

	December	Approved	Forecast	Variance
	Actuals £000s	Budget £000s	Outturn £000s	£000s
Basic Planned Maintenance	20003	20003	20003	
External Doors	21	300	50	(250)
Boiler Replacement Programme	79	670	250	(420)
Windows	881	1,180	950	(230)
Building External – All schemes	707	700	840	140
Fire Risk Remedial works	97	600	200	(400)
Electrical Works	53	130	130	0
Kitchen Replacement Programme	427	850	430	(420)
Building Envelope (Seddons)	6	60	20	(40)
Roofing	136	350	350	0
Bathrooms	367	950	400	(550)
Disabled Adaptations	440	700	500	(200)
Various programmes under £100,000	452	1,116	743	(373)
Capitalised Salaries	0	331	331	0
Major Projects				0
Northbourne Day Centre	12	962	12	(950)
Barrow Drive Garages	266	454	379	(75)
Princess Rd Development	105	1,400	1,389	(11)
Ibbertson Way Garages	153	662	371	(291)
Luckham Rd/Charminster Rd	4	1,706	614	(1,092)
Cabbage Patch Car Park	2	1,700	352	(1,348)
Moorside Road	46	1,950	209	(1,741)
Templeman House	36	1,700	935	(765)
New Build & Acquisition TBC	677	1,147	1,666	519
				0
Total Capital Programme	4,967	19,618	11,121	(8,497)

Appendic C2

HRA Poole Neighbourhood - Revenue Account 2020/21

	December	Approved	Forecast	Variance
	Actuals	Budget	Outturn	£000s
	£000s	£000s	£000s	
Income				
Dwelling Rents	(15,509)	(20,070)	(20,112)	(42)
Non-Dwelling Rents	(21)	(41)	(27)	14
Charges for Services and Facilities	(928)	(1,553)	(1,553)	0
Contributions towards expenditure	(53)	(54)	(53)	1
Total Income	(16,511)	(21,718)	(21,745)	(27)
Expenditure				
Repairs and Maintenance	4,105	5,368	5,357	(11)
Supervision and Management	3,478	4,365	4,595	230
Rent, rates, taxes and other charges	156	160	160	0
Bad or Doubtful debts		197	197	0
Capital financing costs (debt management)	105	105	105	0
Depreciation Charge	0	4,861	4,861	0
Capital Charges (net)	1,431	3,013	3,007	(6)
Contribution to transformation	1,000	1,000	1,000	0
Contribution to HRA reserve		162	162	0
Contribution new builds		2,487	2,301	(186)
Total Expenditure	10,275	21,718	21,745	27
(Surplus) / Deficit	(6,236)	0	0	0

HRA Poole Neighbourhood - Capital Programme 2020/21

	December	Approved	Forecast	Variance
	Actuals £000s	Budget £000s	Outturn £000s	£000s
Basic Planned Maintenance	20005	20005	20005	
External Doors	64	150	150	0
Boiler Replacement Programme	654	1,389	1,196	(193)
Windows	421	628	628	0
Building External – All schemes	5	290	10	(280)
Fire Risk Remedial works	422	841	785	(56)
Electrical Works	44	450	360	(90)
Kitchen Replacement Programme	163	675	495	(180)
Building Envelope (Seddons)	72	312	266	(46)
Roofing	246	380	330	(50)
Bathrooms	21	250	131	(119)
Various programmes under £100,000	318	693	468	(225)
Capitalised PHP Salaries	399	524	532	8
Other Planned Maintenance				
Voids Maintenance	0	50	50	0
Sustainability	26	100	70	(30)
Contingency	0	250	0	(250)
Sales Admin	0	26	0	(26)
DA - Stairlifts	0	10	0	(10)
Disabled Adaptations	147	350	230	(120)
New Computer System	159	250	250	0
Major Projects				
Cladding	105	450	795	345
New Build - Infill Projects	5	1,100	30	(1,070)
New Build - Montacute	43	151	40	(111)
Old Town Tower Block Works	1,303	7,350	5,968	(1,383)
Herbert Avenue Modular	(8)	2,347	87	(2,261)
Small Projects/Acquisitions	469	1,000	750	(250)
Sheltered Sites Works	99	0	100	100
Cynthia House	(27)	577	60	(517)
Sprinkler Installations	172	754	365	(389)
Hillborne School Development	35	285	204	(82)
Total Capital Programme	5,357	21,633	14,349	(7,284)

CABINET



Report Subject	2021/22 Budget and Medium Term Financial Plan (MTFP)
Meeting date	10 February 2021
Status	Public
Executive summary	To set out for cabinet consideration and recommendation to council the proposed 2021/22 budget and council tax.
	The budget as presented;
	 a) has been drafted on a base 1.55% increase in council tax for 2021/22 applied to the average BCP council tax for 2020/21 as permitted by Government under the Dorset local government review process.
	b) harmonises council tax at £1,541.57 from 1 April 2021 which is the amount assumed in the 2020/21 budget report.
	c) Invests £7.5 million into the Children's Services improvement plan.
Recommendations	Cabinet RECOMMENDS that council;
	 undertake a recorded vote in relation to the following items as required by the Local Authorities (Standing Orders) (England) (Amendments) Regulations 2014 which came into force on the 25 February 2014;
	a) A net budget of £241.1 million, resulting in a total council tax requirement of £214.5 million, is set for 2021/22 based on the settlement figures published by government in December 2020. This is based upon:
	 an increase in council tax in 2021/22 which means that the total BCP unitary charge will increase by 1.55% when applied to the average charge for 2020/21. Individual resident charges can be summarised as;
	Bournemouth's council tax charge being an increase of 0.76% over that levied in 2020/21.
	 Christchurch's council tax charge being frozen compared to that levied in 2020/21.
	3. Poole's council tax charge being an increase of 2.99% over that levied in 2020/21.
	These increases can be compared to the 4.99% maximum permitted increase for 2021/22 and recognises that the government continue to promote council tax increases via the social care precept as a funding mechanism for social care.
	ii. the key assumptions and provisions made in the budget as proposed,

- set out in paragraph 35 to 56;
- iii. the allocations to service areas in the budget as proposed and as set out in Appendix 2a;
- iv. the capital investment programme (CIP) as set out in paragraphs 93 to 154 and Appendix 4;
- v. the use and level of all reserves to be held by the council further to the advice of the chief finance officer as set out in paragraphs 155 to 173 and Appendix 3 to this report;
- vi. treasury management strategy (TMS) and prudential indicators as set out in paragraphs 174 to 183 and Appendix 5;
- vii. the chief officers' pay policy statement for consideration and approval by the council in accordance with the provisions of the Localism Act 2011 as set out in paragraphs 185 to 186 and Appendix 7;
- b) approve a £7.2 million gross investment in the council's corporate priorities (£6.2 million net) in 2021/22 which is an increase of £4.8 million compared to the 2020/21 budget;
- c) approve the flexible use of capital receipts strategy to deliver significant resources towards the BCP Council transformation programme as set out in paragraphs 57 to 67;
- d) approve the fundamental refinancing of the capital programme and the move to borrowing as a means of financing previously approved programmes of the council as discussed in paragraphs 150 to 154;
- e) approve the establishment of a £50 million futures fund to support key infrastructure developments as set out in paragraph 97;
- approve the investment of £10 million in special educational needs and disability (SEND) capital expenditure to support the Council in addressing the year on year deficits in the high needs block of the dedicated schools grant as set out in paragraph 110;
- g) note that it has been agreed, due to unforeseen circumstances, that neither the Council nor Homes England will be taking forward the provision of the grant award relating to the Turlin Moor housing site at this time. This will result in the loss of £3.838m grant funding for the scheme as set out in paragraph 139;
- h) approve the revised funding strategy for the Council's current approved Capital budget of £420,000 to support delivery of the Turlin Moor project as set out in Appendix 4a, as follows: -
 - £138,000 which was originally to be funded from the Homes England Grant monies for professional work required to inform the land remediation requirements will now be met from Section 106 monies collected to deliver affordable housing
 - b. £168,000 from further Section 106 monies collected to deliver affordable housing
 - c. £114,000 as an allocation from 2018/2019 in-year capital underspend

	that the chief finance officer provides council with a schedule setting out the rate of council tax for each category of dwelling further to councillors consideration of the decision required in respect of (a) above and after taking account of the precepts to be levied by the local police and fire authorities, neighbourhood, town and parish councils, and chartered trustees once these have been determined prior to the Council meeting on the 23 February 2021.
Reasons for recommendations	The council is required to set an annual balanced budget presenting how its financial resources, both income and expenditure, are to be allocated and utilised. In setting the budget for 2021/22 it is critical that councillors recognise their duty is to balance this budget in a manner which reflects not only their obligation to current taxpayers but also reflects their obligations to future taxpayers.
Portfolio Holder	Cllr Drew Mellor – Leader and Portfolio Holder for Finance and Transformation
Report author	Adam Richens Chief Finance Officer and Director of Finance 101202 123027 adam.richens@bcpcouncil.gov.uk
Contributors	Dan Povey, Acting Assistant Chief Finance Officer Nicola Webb, Assistant Chief Finance Officer Matthew Filmer, Finance Manager
Wards:	All
Classification:	For Recommendation

Overview of the proposed 2021/22 budget

- 1. The 2021/22 budget as presented is a bold, creative, dynamic, responsible, and robust budget which;
 - a) harmonises council tax with a consistent rate being charged across the BCP area from April 2021 onwards.
 - b) continues to work to ensure consistent standards of service are delivered across the council.
 - c) invests £7.5 million in the Councils highest priority area, namely the children's services improvement plan alongside an additional £1 million for the innovative Children's Covid Recovery Fund.
 - d) has due regard to the severely high level of uncertainty being caused by the global public health emergency and the need to support the integrity of the council's financial position and its future sustainability. This includes, as a one-off for 2021/22, increasing the base revenue budget contingency by £2.4 million to £3.6 million.
 - e) invests £50 million in a futures fund which will enable the Council to support our community recover from Covid-19 with an emphasis on creating a world class city region,

- stepping up regeneration with a renewed focus on place-based leadership and restoring a sense of pride.
- f) is based on the delivery of a further £20.6 million in annual service-based and transformation-based savings in addition to the £20.6 million delivered to support the 2019/20 and 2020/21 budgets, bringing the total service-based annual savings following local government review (LGR) to £41.2 million whilst reducing the previous target for 2021/22 transformation savings from £15 million to £7.5 million to reflect the pressure the organisation is under in terms of its response to the Covid pandemic. These savings have prevented some of the cuts to services being implemented by other local authorities at this time.
- g) Invests £7.236 million gross in the new council's priorities in 2021/22. This expenditure most notably includes;
 - £1,750,000 investment in regeneration.
 - £1,000,000 as a one-off in education to help children catch up with their education and to support their mental health.
 - £1.155 million gross to improve standards in the highway maintenance network and to address the impact of the inherited under-investment across the Christchurch locality.
 - £500,000 in arts and culture recognising the importance of taking forward the BCP Cultural Compact.
 - £453,000 to improve street cleaning standards across the conurbation including addressing the lack of resources available within the Christchurch locality.
 - £250,000 in support of a cultural bounce back festival.
 - £250,000 to reduce the current pressures in the planning system.
 - £240,000 being set aside to support the climate change and ecological emergency.
 - £240,000 to improve Community Safety by appointing six extra Community Safety Accreditation Officers.
 - £60,000 in assistive technology to start the transformation journey in Adult Social Care
 - £50,000 to improve site management of unauthorised encampments
 - £50,000 in a community engagement strategy with a particular focus on embedding Asset-Based Community Development.
- h) prioritises investment in services to the most vulnerable members of our community with an extra £13 million allocated for adult services.
- i) delivers resources to fund the transformation of the council in 2021/22, with £23.6 million being funded from the application of a flexible use of capital receipts policy with a specific £12.9 million transformation financial resilience reserve being set aside in mitigation which for the purposes of the budget it has been assumed will be applied.
- j) continues the transformation of the council and our journey to create a vibrant new entity which re-imagines and creates a modern and efficient organisation.
- k) continues to protect and invest in vital frontline services.

Background detail

- 2. The creation of two new unitary authorities, covering the geographical area of Dorset, was a strategic response to the financial challenges faced by all local authorities since 2010 following the application of the government's austerity programme, particularly those upper tier authorities facing significant demand and cost increases in adults and children social care services. Cutting out duplication and lowering administration costs delivered by the reduction from nine local authorities to two in Dorset was designed to ensure improved value for money (VfM) for local council taxpayers and to better enable the protection of quality front line services to our community and residents.
- 3. In considering the 2021/22 budget for BCP Council it will be important that it is within the context of a unitary authority which is currently only in its second year of operation with turnover of around £0.7 billion per annum and an annual net budget which for 2021/22 is proposed to be £241 million per annum. It is also critical that consideration is given to the ambition and purpose of the council as expressed through the approved corporate strategy as well as the impact on the organisation's financial and non-financial resources of the global Covid-19 public health emergency.
- 4. BCP Council's Corporate Strategy was adopted by the council on 5 November 2020. The vision is to create vibrant communities with outstanding quality of life where everyone plays an active role. The high-level strategy sets out five council priorities and a commitment to become a modern, accessible and accountable council committed to providing effective community leadership. The priorities are:
 - Sustainable Environment leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come
 - Dynamic Places supporting an innovative, successful economy in a great place to live, learn, work and visit
 - Connected Communities empowering our communities so everyone feels safe, engaged and included
 - **Brighter Futures** caring for our children and young people; providing a nurturing environment, high quality educations and great opportunities to grow and flourish
 - **Fulfilled Lives** helping people lead active, healthy and independent lives, adding years to life and life to years.
- 5. The strategy is underpinned by an agreed set of core values and delivery plans which set out how the council will achieve the priorities. Alongside this the Leader and Cabinet have developed a vision and narrative for the place of Bournemouth Christchurch and Poole as the UK's newest coastal city region, picking up many of the aspirational themes for the place from the original Local Government Reorganisation planning papers.
- 6. As well as the delivery plans, which describe how the Council will deliver the priorities in the Corporate Strategy, a programme of five major projects has been developed to deliver big changes across our whole area over the next five to ten years. It is expected that these will support the creation of 30,000 jobs across all sectors of our economy, creating wealth for our businesses and incomes for our families.

- 7. The projects will make up the 'Big Plan' that reflects the scale of the council's ambition for the area and which will enable the articulation of that vision with key regional and sub-regional partners and with government.
- 8. These are presented to this meeting as a separate item on the agenda and provide the strategic context for this budget

Figure 1: BCP Corporate Strategy



Impact of the Covid-19 Public Health Emergency

- 9. This budget cannot be established without considering the medium to long term impact of the country's biggest public health emergency for a generation. Since March 2020 the Covid-19 global pandemic has required urgent and decisive action to be taken by the council to support its community while also supporting the integrity of the council's financial position and future sustainability.
- 10. The public health emergency resulted in extra pressures on services in support of the most vulnerable; the elderly, disabled and homeless. This included getting rough sleepers off the street, supporting new shielding programmes for clinically extremely vulnerable people, assisting the response of the public sector and social care workforce, and making over £145 million in grants to local businesses and individuals through the council.

- 11. At the same time the council's varied income base collapsed with leisure centres shut, seafront services closed, and parking fees not generated, as well as lower council tax and business rates yields. This loss of income represented a real reduction in the resources available to fund local services and without government support would have meant the council would have had to fundamentally review the services it could continue to provide.
- 12. In considering the council's overall financial position it must be borne in mind that BCP as well as being one of the twelve largest unitary councils is also a coastal community particularly exposed to significant income reductions. In a normal year the tourism sector makes a considerable contribution to the budget, including for vital council services such as adults and children's social care. This is emphasised by benchmarking that shows the council is in the top four of unitary councils for being supported by its sales, fees, charges, trading accounts, interest & investment income. Growing our income base was a strategy to sustain services directly linked to reduced government funding through austerity alongside a growing demand and cost base.
- 13. That said, the position is compounded by the continuing future uncertainty with the possibility of further periods of disruption related to the outbreak in the current and future financial years as well as the less well understood future impact of the pandemic on the cost and demand pressures faced by local authorities such as;
 - adult social care-specifically relating to the legacy impact of the hospital discharge programme and the uplift in care costs experienced in 2020/21.
 - children's social care, specifically the issue of latent safeguarding demands.
 - · council tax and business rates yield.
- 14. These will be exacerbated by what HM Treasury expect to be the worst recession on record and the need for the government to reassure the financial markets that there is a plan to control spending in the medium term. The impact of the pandemic on the country's public finances and in turn its fiscal sustainability can be shown by provisional estimates that indicate the government borrowed £188.6 billion more between April and November 2020 compared to the same period in 2019 with public sector debt increasing by just over £300 billion in the first eight months of the 2020/21 financial year. At the end of November 2020, it stood at £2.1 trillion equivalent to 99.5 per cent of UK gross domestic product (GDP) which is the highest debt to GDP ratio since 1962. As highlighted the legacy impact of Covid-19 is that it will directly impact on the services that our community require us to provide, which in turn will be influenced by the consequential recessionary impact of a predicted growth in unemployment. The council will need to challenge itself to determine how the corporate strategy provides the priorities and objectives required as our community emerges from the public health emergency and begins the recovery and reset phase. Even at this potentially early stage the 13.1% growth in the cost of local council tax support working age claimants since March 2020 and the number of job losses in the local economy point to the need to support our working age benefits claimants and to help our businesses recover. This is one of the reasons why it is believed that now is the time to bring forward an investment budget as we show the leadership our communities need out of this time of crisis

Impact of Covid-19 on the 2020/21 budget of the Council

15. In February 2020 Council agreed a General Fund 2020/21 net revenue budget of £283 million, and a capital programme of £106 million. Budgets were also agreed for the housing revenue account (HRA).

- 16. In May 2020 a finance update paper to Cabinet considered the impact of the pandemic on the council's approved 2020/21 budget under several potential scenarios and acting reasonably and responsibly commissioned various workstreams designed to ensure the budget remained in balance.
- 17. The first 2020/21 budget monitoring report for 2020/21 in June 2020 estimated the impact of the pandemic to be a £52.3 million in-year pressure (net of any specific government grants) reduced to a £30.3 million funding gap once £22.0 million in unringfenced Covid-19 emergency government funding had been taken into account. The report also included the previously commissioned mitigation strategy which could then be implemented to rebalance the budget as the uncertainty around the position lifted. This mitigation strategy included;
 - Reducing expenditure which is not being specifically incurred in support of the pandemic.
 - Utilising the 2020/21 base revenue budget contingency.
 - Bringing forward permanent savings from transformation and service alignment which also ensured progress towards supporting the 2021/22 budget.
 - A fundamental review of all projects (revenue and capital) to determine the extent to which they can be deferred, cancelled or refinanced.
 - Reclassification of earmarked reserves.
 - Reducing unearmarked reserves to below the 5% statutory limit.
 - Deferring, until the drawdown on reserves is no longer needed to balance the 2020/21 position, any uncommitted expenditure from the £1.4 million invested as part of the 2020/21 budget on specific corporate priorities.
- 18. This approach recognised the extremely high level of uncertainty that existed regarding both the financial impact of the pandemic over the course of the year and the extent of central government support to local councils. It also recognised the difficulty in estimating the scale of income losses so early in the financial year.
- 19. To support government understanding of the severity of the impact of the pandemic on the council's financial position the council has been submitting detailed returns on a monthly basis to the Ministry of Housing, Communities & Local Government (MHCLG). The eighth return submitted in December 2020 has been incorporated in the quarter three budget monitoring report which sets out the council's 2020/21 current in-year position as detailed in figure 2 below. It should also be highlighted that the council is required to submit regular claims to MHCLG in respect of its losses under the sales, fees and charges compensation scheme.

Figure 2: 2020/21 Latest estimate of the General Fund revenue budget position.

	£ millions
Total estimated pressure (83%) of net £283.1m net budget)	236.3
Analysis of total unbudgeted expenditure	
Funding for grant payments to businesses etc.	(145.1)
Ringfenced, specific government grants	(22.9)
Clinical Commission Group (CCG) funded expenditure	(19.2)
Adult Social Care and Public Health services	5.2
Children's services	7.1
Environment and Community services	5.4
Regeneration and Economy services	24.4
Resource services	3.9
Estate management strategy and smarter structures	0.7
100-day plan expenditure	0.4
Investments / central items	2.0
Total Gross Pressures	49.1
Unringfenced, government covid19 specific emergency funding	(29.0)
Unringfenced, government compensation sales, fees & charges (estimate)	(13.3)
Furlough claim	(0.8)
Net in-year pressures	6.0
Directorate savings	
Employee cost base	(3.3)
Expenditure cost base	(9.5)
Contribution to the Covid-19, MTFP and Transformation mitigation reserves	13.3
Net in-year budget gap	6.5
Earmarking of central resources:	
Base revenue budget contingency	(1.2)
Refinancing of the capital programme, review of projects	(2.8)
Refinancing of the capital programme, revenue contribution to capital	(2.5)
Total residual funding gap	0

- 20. Specific government grants have been made available in year including the £11.458 million Department of Health (DoH) Infection Control Grant, £4.0 million Contain Outbreak Management Fund, £1.8 million Public Health Test and Trace grant, £1.1 million Covid19 Winter Grant Scheme, and the £1.9 million housing related Next Steps Accommodation programme grant amongst many others.
- 21. The £145.1 million business grants references both the mandatory and discretionary grants available in support both the original (£83.9 million) and November to current national lockdowns (£57.8 million) including the discretionary business grants to 31 March 2022, the test and trace support payments (£0.3 million) and the £3.1 million hardship fund designed to support local council tax support claimants.
- 22. Additional expenditure included in the total gross pressures includes;

Adult Social Care

- Support for the care market
- Providing the care sector with government funded free personal protective clothing
- Hospital discharge programme
- · Additional demand in care packages for people with learning disabilities
- Challenges in the delivery of savings assumed in the 2020/21 budget.

Children's Services

- Increase in the number of children coming into care.
- Increased cost of some placements due to needs and complexity.
- · High cost placements within the children's health and disability team
- Pressure for secure / remand beds
- Staffing pressures associated with the social work front door special educational needs and disability (SEND), business support teams and interim management positions.

Environment and Community

- Measures to support homelessness.
- · Provision of a mortality support facility.
- · Increases in the tonnages of waste being collected from domestic properties
- · Increased cost for recyclate.
- Reduced sales, fees and charges income associated with trade waste, household waste recycling centre, catering concessions, parks, licensing, and fixed penalty notices.
- Additional town centre security costs.

Regeneration and Economy

- Reduced sales, fees and charges income associated with car parking income, seafront, cultural and heritage assets, planning, and building control
- Additional Investment in the management of the resort (social distancing, additional cleansing, security, and communication).
- Support to leisure and conference providers.

Resources / Central Items

- Reduced sales, fees and charges associated with summonses, land charges, and investment property income.
- 23. An estimated pressure of £236.3 million, which is more than 83% of the 2020/21 net budget for the year, highlights the huge impact that the Covid-19 public health emergency is having on the council and its financial resources. A clear priority for the council will be the constant vigilant management and oversight of this position to ensure not just the maximum inward investment into the community, but that the grant conditions, necessary returns, reconciliations and assurance processes are adhered to with a view to limiting our financial risk and exposure to potential variations. The cultural of strong and effective financial management which enabled the council to deliver a financial outturn for its first year of operation within the parameters of the original budget for 2019/20, will help support and guide the council through the pandemic.
- 24. The December 2020 forecast financial outturn indicates that through the continued diligent and careful financial management and due to the comprehensive package of financial support from the government that the June £30.3 million predicted funding gap for 2020/21 has reduced to £6 million which releases approximately £24 million in support of the 2021/22 budget and Medium Term Financial Plan.

Financial Strategy 2021/22

- 25. The budget and MTFP for 2021/22 should be seen in the context of a rolling, evolving process structured to enable the proactive management and prioritisation of the council's resources.
- 26. As a new council, setting the budgets in the first two years has been a challenge due to the lack of complete historic data and trend information for the Council as a single entity. For year three, 2021/22, this has now been compounded by the uncertainty around what the new normal and longer-term impacts of Covid-19 will be.
- 27. At the meetings of the Cabinet on the 27 May 2020, 24 June 2020, 11 November 2020 and 16 December 2020 the councils financial exposure to the pandemic has been explored with prompt action taken to ensure the 2020/21 budget was rebalanced and a financial strategy developed to set out the themes and categories the council would further develop as a means of delivering a robust and lawfully balanced budget for 2021/22. Included in these reports were the budget timetable, key planning assumptions, and details of the savings being assumed.
- 28. The key dates in the 2021/22 budget setting process can therefore be set out as follows;

27 May 2020 Cabinet (BCP Council Finance Update)

24 June 2020 Cabinet (Budget Monitoring and MTFP Update)

11 November 2020 Cabinet (Quarter 1 and MTFP update)

November 2020 Portfolio Holders presentation of the budget to Cabinet, the Chief

Executive and Chief Finance Officer.

16 December 2020 Cabinet (Quarter 2 and MTFP update)

18 December 2020 Budget Café (all councillor presentations)

1 February 2021 Budget to Overview and Scrutiny Board

3 February 2021 Presentation to representatives from Commerce and Industry

10 February 2021 Budget to Cabinet 23 February 2021 Budget to Council

- 29. The financial strategy approved by Cabinet on 11 November set out the following themes and workstreams for developing the 2021/22 budget;
 - a) **Influence and lobbying:** to encourage government to continue to meet its commitment that councils will get all the resources they need to cope with the pandemic. This to include consideration of the 2021/22 local government finance settlement following the November 2020 government spending review.
 - b) **Transformation:** maximising the savings afforded by the £38 million investment in the programme.
 - c) **Refinancing of the Capital Programme:** release of resources in support of the revenue budget by greater use of borrowing.
 - d) **Ongoing review:** of normal operating costs, what is referred to a Covid-19 scarring costs, and the potential for savings, efficiencies and additional resources by the portfolio holders, corporate directors, service directors and budget holders.

- e) **Review of projects (revenue and capital):** to determine the extent to which schemes and programmes could be deferred, cancelled or refinanced.
- f) Review of inherited resources and provisions: release of resources in support of the revenue budget with specific reference to historic section 106 and community infrastructure levy receipts.
- g) Review of third-party contributions: towards costs.
- h) **Maximising government financial flexibilities** includes taking advantage of the system to allow council tax and business rates tax deficits to be repaid over three years instead of one.
- i) **Reserves:** consideration of the extent to which it would be prudent and appropriate to support the 2021/22 by the application of any available reserves.
- 30. The government's working assumption is that Covid-19 will start to decline from Easter 2021 onwards.
- 31. Figure 3 below sets out the budget for 2021/22 and Medium-Term Financial Plan (MTFP) to 2024. It should be emphasised that the table shows the incremental changes, positive and negative from the preceding year. It does not show absolute amounts, these are reflected in Appendix 2a. Key features of the 2021/22 budget as presented include;
 - £23.9 million investment in the transformation programme revenue costs.
 - £13.1 million investment in adult social care services.
 - £7.5 million investment in children's services.
 - £7 million provision for reduced car parking income, mostly town centre based, recovering by 90% from 2022/23 onwards.
 - £6 million provision for reduced sales, fees and charges income (non-car parking related) recovering fully from 2022/23 excluding the service fee from BH Live which is based on a revised fee structure arrangement.
 - £6.2 million (net investment) in corporate priorities.
 - A £3.5 million provision for the ongoing revenue costs of the transformation programme.
 - A £3.6 million base budget revenue contingency. Increased as a one-off for 2021/22 due to the increased level of uncertainty.
 - Delivery of £25.2 million as a one-off contribution from the fundamental refinancing of the capital investment programme through borrowing and in doing so better matching the cost with the period over which the council anticipates benefitting from the investment.
 - £20.6 million of ongoing savings and efficiencies including the assumption of £7.5 million from the transformation programme.
 - Delivery of £4.7 million as a one-off contribution from the fundamental review of inherited section s106 and community infrastructure levy resources as agreed by Council in January 2021.
 - Recognising numerous unringfenced grants being made available from the government as part of their fundamental package of support to assist local authorities address the implications of the public health emergency.

- A 1.55% council tax increase from the average for 2020/21, harmonisation of council tax from 1 April 2021 and recognition of reduced council tax yield as evidenced by the reduced tax base agreed by Cabinet in January 2021.
- Recognition of reduced business rate yield / income.

Figure 3: General Fund - Budget 2021/22 and MTFP 2021 to 2024

20/21	Additional Investment into Services	21/22	22/23	23/24	Total
£m		£m	£m	£m	£m
11.0	Adult social care inc public health	13.0	10.1	10.6	33.7
3.0	Children's services	7.5	2.4	2.2	12.1
3.2	Environment and communities	3.3	1.7	0.4	5.4
2.0	Regeneration and economy	13.8	(10.2)	(0.4)	3.2
0.8	Resource services	1.6	(0.2)	0.2	1.6
3.9	Contingency - pay award	1.8	3.1	3.1	8.0
1.1	Core government funding changes	0.0	2.1	0.8	2.9
0.0	Transformation programme costs including borrowing	23.9	(15.9)	(5.3)	2.7
0.0	Transformation - ongoing revenue costs	3.5	0.5	0.5	4.5
(0.5)	Minimum revenue provision & interest payable	1.7	0.7	0.3	2.7
1.4	Corporate priorities	4.8	(2.0)	0.0	2.8
1.2	Investment related to the high needs deficit	(1.2)	0.0	0.0	(1.2)
1.1	Revenue contribution to capital	(2.8)	0.0	0.0	(2.8)
(1.7)	Pension fund – tri-annual revaluation impact	0.0	0.0	0.2	0.2
(1.3)	Contingency	2.4	(1.6)	0.0	8.0
25.2	Total Additional Investment into Services	73.3	(9.3)	12.6	76.6
	Cumulative Investment into Services	73.3	64.0	76.6	

20/21	Additional Resources	21/22	22/23	23/24	Total
£m		£m	£m	£m	£m
(7.7)	Council tax – income	2.5	(14.3)	(6.6)	(18.4)
(1.0)	Business rates income	1.7	0.0	0.0	1.7
(1.2)	Collection fund – (surplus) / deficit distribution net of S31 grant	4.2	0.7	0.0	4.9
8.0	Use of reserves	0.0	(2.1)	2.1	0.0
0.0	NNDR 75% loss grant through reserves	(0.6)	0.0	0.0	(0.6)
0.0	Council tax 75% loss grant through reserves	(0.4)	0.0	0.0	(0.4)
0.0	Local council tax support scheme grant 2021/22	(3.8)	3.8	0.0	0.0
0.0	Sales, fees and charges compensation 2021/22	(1.7)	1.7	0.0	0.0
0.0	Top slice covid pressures grant 2021/22	(1.1)	1.1	0.0	0.0
(6.7)	Social care funding	0.0	0.0	0.0	0.0
0.0	Investment income	0.1	0.0	0.0	0.1
0.0	Refinancing of capital programme	(25.2)	25.2	0.0	0.0
0.0	Review of inherited resources	(4.7)	4.7	0.0	0.0
0.0	Transformation savings	(7.5)	(17.5)	(17.4)	(42.4)
0.0	Transformation programme funding - capital receipts / reserves	(23.6)	23.6	0.0	0.0
(9.4)	Service based savings	(13.2)	(0.6)	(0.2)	(14.0)
(25.2)	Total annual extra resource & savings	(73.3)	26.3	(22.1)	(69.1)
	Cumulative extra resources & savings	(73.3)	(47.0)	(69.1)	

- 32. Based on the assumptions within the MTFP, and based on the recovery of the majority of the councils sales, fees and charges income streams from the 1 April 2022, the Council will need to identify a further £17 million to balance the 2022/23 budget but this drops to a cumulative deficit of £7.5 million for 2023/24 as the Council moves to a net surplus position expected through transformation delivery.
- 33. The 2022/23 position is therefore net of the delivery of £38.7 million in savings and efficiencies of which £25 million is transformation related and £13.7 million service based. Therefore, the intention is to underpin the 2022/23 funding gap by the consideration of two new financial resilience earmarked reserves. A £9.9 million Covid-19 mitigation (matching the tranche 5 Covid19 grant allocation from government) and a £12.9 million Transformation Mitigation reserve. The strategy assumes that the strong and effective financial management culture of the council can protect these reserves in support of the current funding gap for 2022/23. This will be achieved by generating capital receipts above the £13.8 million currently underpinning the transformation programme as set out later in the report.
- 34. The proposed 2021/22 budget and MTFP as presented is based on several key assumptions that although they have been informed by numerous factors such as government announcements, economic forecasts, and trend analysis, are also based on professional judgement. They can be listed as follows:
- 35. **Government funding** (including new homes bonus)

BCP Council received £3 million in revenue support grant (RSG) from the government in 2020/21. This RSG is unringfenced meaning it can be used to finance revenue expenditure on any council service. RSG is confirmed annually as part of the local government finance settlement with the £3 million allocation for 2020/21 driven by the characteristics and activity of the Bournemouth area.

The council's finances remain under immense pressure including cost increases through such factors as the living wage (8.5% over the last two financial years 2020/21 and 2021/22) as well as the relentless increase in demand for council services, particularly those related to vulnerable adults and children. As a result, by 2024 apart from certain specific service grants the council will be reliant on the money and other income (net of fees, charges and asset purchase strategy income) it raises locally to pay for most local services, be that Council Tax or the amount of local business rates it is permitted to retain. As a council our unringfenced funding is highly geared (weighted) towards Council Tax but this will be only one ingredient along with others such as cost pressures, demand management, efficiency and revenue creation which will influence the future financial sustainability of the council. Figure 4 below highlights the anticipated changing pattern of council funding.

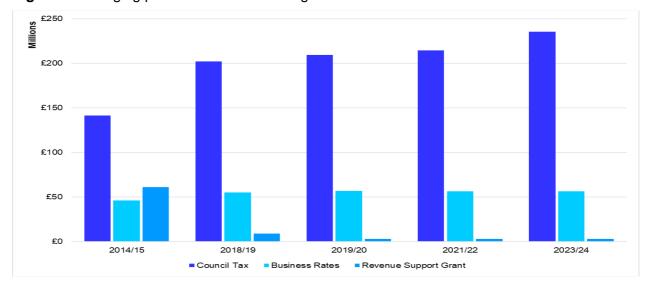


Figure 4: Changing pattern of council funding

36. Local Government Finance Settlement and Spending Review 2020 (SR20)

On the 25 November the Chancellor announced a one-year spending review which set out government's revenue and capital plans for the various government departments for 2021/22. Originally it had been hoped that the review would set out the government's plans for the remaining life of this parliament and in doing so provide the council with the level of certainty that it needs to conduct effective long-term financial planning. A one-year settlement was understandable in the circumstance, even if it does subject us to further periods of uncertainty in being able to plan how to provide the local services upon which our local community relies.

The 2020 spending review was focused on three areas, namely;

- 1. Providing departments with the certainty they need to tackle Covid-19 and deliver a plan for jobs to support employment.
- 2. Giving vital public services enhanced support to continue to fight against the virus alongside delivering first class frontline services.
- 3. Investing in infrastructure to deliver ambitious plans to unite and level up the different areas of the country, drive economic recovery and build back better.

As part of the review the government made several key announcements which are relevant to local government and the council's budget for 2021/22. Principal amongst which was the government's strategy that unitary councils may increase their council tax for 2021/22 by 4.99% made up of a basic annual referendum threshold of 1.99% plus 3% for a social care precept. The government continues to promote council tax increases via the social care precept as the main additional funding mechanism for social care. Subsequent clarification emphasised that the 3% social care precept can be spread over the two financial years 2021/22 and 2022/23.

A known risk BCP Council has held for some time is that as part the government's funding formulae some authorities are deemed to receive more income from council tax and business rates relative to other authorities. This perceived excess amount, known as negative revenue support grant, amounted to £3.1 million for Poole and Christchurch. The

Government's stated intention was to remove these resources which would have meant the council paying across £3.1 million of its council tax and business rates resources to be redistributed nationally. The government however have provided what they described as one-off resources in the previous two years, 2019/20 and 2020/21, to avoid negative RSG impacting on the council. As part of SR20 the government confirmed that negative RSG will also not be implemented in next year 2021/22.

In addition, the government also announced that the existing new homes bonus (NHB) scheme will be extended for a further year with no new legacy payments. NHB was introduced in 2011 to incentivise local authorities to encourage housing growth in their area. BCP achieved NHB of £3.8 million in 2019/20 with the grant structured around receiving a grant for four years for each new home above a 0.4% baseline, with the value based on the average national council tax level. The previous indication was that 2019/20 would be the final year for any new NHB allocations as the government looked to explore how to incentivise housing growth as part of the next spending review. The 2019 government spending round however set out the intention to make available funding to support an additional 2020/21 allocation for new homes delivered but that this would not result in any legacy payments being made in subsequent years. The 2020 government spending review adopted the same stance with them making a one-off allocation for 2021/22 that does not result in any legacy payments.

Figure 5: Profile of New Homes Bonus payments

Year Payment	2019/20	2020/21	2021/22	2022/23	2023/24
Bonus Year					
2016/17	£1,808,241				
2017/18	£251,901	£251,901			
2018/19	£881,673	£881,673	£881,673		
2019/20	£846,339	£846,339	£846,339	£846,339	
2020/21		£667,924			
2021/22			£834,836		
Total Payment	£3,788,154	£2,647,837	£2,562,848	£846,339	£ nil

Initially as part of the spending review and then later as part of the local government finance settlement received on 17 December 2020, the government set out further details of their comprehensive package of support designed to assist council in addressing the impact of the public health emergency and honour the government's commitment to provide councils with all the support necessary to cope with the pandemic. This included the following:

- a) Rephasing of collection fund deficits.
- b) Compensation towards local tax losses.
- c) Compensation towards the impact of increasing council tax support scheme claimants.
- d) Extension of the current sales, fees and charges compensation scheme into the first three months of 2021/22.
- e) Tranche 5 Covid19 grant to specifically cover cost pressures caused by the pandemic in the first few months of 2021/22.

37. Rephasing of Collection Fund Deficits

On 5 November 2020 the Government laid before Parliament the Local Authority (Collection Fund: Surplus and Deficit) (Coronavirus) (England) Regulations 2020 which gave effect to the three-year phasing of local tax deficits as originally considered in the Governments July 2020 comprehensive plan to support local authorities through the pandemic.

These regulations mean that council tax and national non-domestic rates deficits arising in the 2020/21 financial year are now required to be spread evenly over the three years 2021/22 to 2023/24. The Council cannot opt out of this deficit phasing or adopt a different repayment profile. This provision does not however include any surplus or deficit carried forward from 2019/20 into 2020/21 which will need to be distributed in the normal way.

The actual amount to be rephased is £10.568 million based on an estimate using the Government's methodology in January 2021. As this pressure, as a matter of prudence, was previously recognised as part of the 2020/21 forecast outturn its rephasing releases £11.9 million to support the creation of the Covid-19 and transformation mitigation reserves.

38. Compensation towards local tax losses.

In addition to this rephasing the government have also introduced a local tax income guarantee scheme for 2020/21. This scheme sets out that local authorities will be compensated for 75% of irrecoverable 2020/21 losses in council tax and business rates income.

For council tax, losses in scope will be measured through a comparison of each authority's 2020/21 original council tax requirement against the actual net collectable debit for the year. This loss might be for example due to an increase in local council tax support costs or unachieved council tax base growth. The government expects billing authorities to continue appropriate collection and enforcement action for outstanding council tax debt, in the usual way.

For business rates, losses will be measured through a comparison of income as calculated in the National Non-Domestic Rates ('NNDR') statistical collection forms 1 (estimate) and 3 (actual) for the year. Estimates of this position have had to be calculated as the actual position will not be known until after the financial year end.

Government do not expect to be able to make these grant payments until January 2022 at the earliest.

The compensation funding is calculated as £1.8 million for business rates and £1.3 million for council tax, and the MTFP phases this income across the three years in which the council must spread the collection fund deficits.

39. Compensation towards the impact of increasing council tax support scheme claimants

On 18 December 2020 the government announced a £3.8 million allocation to BCP Council in 2021/22 as part of a £670 million national allocation to help authorities meet the additional costs associated with increases in local council tax support scheme (LCTSS) caseloads in 2021/22. The increase in the costs of the LCTSS is considered directly linked to higher levels of unemployment.

This is different from the 2020/21 hardship fund, see section 51 below, as it is being distributed to all major preceptors including police and fire authorities to help them manage the impact on their

taxbase of the LCTSS set by the relevant billing authorities. The hardship scheme was a scheme introduced specific to billing authorities to enable them to provide direct support to claimants in 2020/21.

The taxbase report to Cabinet in January 2021 set out that the costs of the local council tax support scheme had increased by £3.4 million between years or a 13.1% increase and reflects a 13.5% increase in the cost of working age claimants. This is the principle reason why the council's taxbase reduced between 2020/21 and 2021/22 by 2.7%.

The taxbase is the number of band D equivalent properties after adjustments for the number of claimants entitled to a discount and after the impact of the LCTSS has been factored in. It is used for calculating the levels of council tax charged to residents.

40. Extension of the current sales, fees and charges compensation (income support) scheme into the first three months of 2021/22.

On 2 July 2020 the government announced a sales, fees and charges compensation scheme for 2020/21. Under this arrangement the council is be able to submit three claims during the 2020/21 financial year relating to losses in sales, fees and charges income that is directly related to the pandemic. The council is required to cover the first 5% of the budgeted amount for these losses, after which the government will compensate for 75% of the remaining loss. The exact amount receivable will not be known until the three payments on account are received and a final reconciliation and verification exercise is carried out by MHCLG after the year end. The December 2020 forecast at the time of writing this report is that the council is looking to reclaim £13.3 million. Based on the first claim BCP Council was claiming the second highest amount, of any local authority in England, behind only Leeds City Council.

As part of SR20 the government announced that it will extend the scheme to cover the first quarter of 2021/22. In so doing they intend to use councils' 2020/21 budgeted income as the baseline from which to assess losses retaining the 5% deductible rate and providing compensation at a rate of 75p in the pound of relevant loses thereafter.

Based on a monthly profile of BCP councils forecast lost sales, fees and charges next year it has been estimated that this claim will be valued at £1.6 million.

41. Tranche 5 Covid-19 grant to specifically cover cost pressures caused by the pandemic in the first few months of 2021/22.

The government is optimistic about overcoming the public health emergency specifically due to the roll out of new vaccines. However, they also recognise that many of the challenges posed by the virus will not go away immediately especially as new strains are identified. Nationally the government expect councils to have unbudgeted cost pressures associated with Covid-19 until the middle of the 2021 calendar year. In support the government have already announced Tranche 5 of their unringfenced grant funding. BCP Council has been awarded £9.9 million from a national allocation of £1.55 billion. The council is expected to use this funding to support costs which have not been included in the 2021/22 budget in respect of the following potential costs.

- Shielding the clinically extremely vulnerable
- Homelessness and rough sleeping
- Domestic abuse
- Managing excess deaths
- Support for re-opening the country
- Public health services

- · Adult social care
- Children's services
- Household waste services
- Additional costs associated with the local elections in May 2021.

As these are unbudgeted cost pressures the council is advised not to budget for this grant and instead use it to cover the costs as they begin to transpire in a similar way to that adopted to the application of tranche 1 to 4 grants during 2020/21. That said as £1.030 million has been included in the budget by services for costs for such relevant items as personal protective equipment and emergency homelessness provision then an equivalent sum will be set aside for these costs. The grant allocation is based on a formula that recognises population and deprivation with a cost floor arrangement in place.

Additional investment into services

42. Investment in adult social care - £13.1 million 2021/22 - 12% gross increase

The MTFP makes provision for an additional gross £33.8 million investment in adult social care services over the 3-year period to March 2024. This pressure is a combination of;

- a) Assumptions around inflationary pressures within the care market. These pressures mainly relate to increases for providers in staffing costs where a significant driver will be the consequential impact of increases in the national living wage.
- b) Demographic growth within the learning disability and mental health client group.
- c) Demographic growth in demand for care packages for people with long-term conditions including those to support the NHS urgent and emergency care system as well as preventing delayed discharges from hospital.
- d) Increased cost of care and additional resources as a result of the pandemic.
- e) Increased cost in respect of people with no recourse to public funds.

On 31 December 2019 the government published their response to the Low Pay Commission's recommendation on the national minimum (NMW) and national living (NLW) wages which promised that the NMW for those aged over 25 will reach £10.50 per hour in 2024. The NLW increased from £8.21 to £8.72 in April 2020 (6.2%). The National Living Wage will be increased by 2.2% to £8.91 per hour for 2021/22 and extended to those aged 23 and over.

The NMW remains a key cost driver for the cost of care services and has been factored into the cost pressures increasing 6% per year to reach £10.50 by 2024.

The £1 billion social care grant provided in 2020/21 will be maintained into 2021/22 along with all other social care funding.

New grant funding of £300 million for adult and children's social care will be provided in 2021/22. The allocation to BCP is £1.3 million, split £0.9 million to adult social care and £0.4 million to children's social care.

The MTFP assumes that the government will continue to provide an infection control grant for the care sector to support restrictions of staff movement between care providers, paying

full wages for staff isolating and funding the cost of PPE for Covid-19 on an ongoing basis. The assumption therefore is that the council do not need to provide for and fund such costs.

The numbers and average cost of care home placements commissioned since the beginning of the pandemic under emergency hospital discharge arrangements have increased significantly during 2020/21. The increases in average costs have been related to market conditions and the intensity of needs of many people who are being placed in residential and nursing care. While there have been specific NHS funding schemes in 2020/21 to cover the costs of some of these placements, there will be a significant longer term impact on the adult social care budget of the costs of care home placements for people who are eligible for social care funding and who have been placed in care homes during the pandemic period. An initial sum of £1.3 million has been included in the MTFP for 2021/22 in recognition of these legacy costs. However, the severity of the pandemic in December 2020 and the initial months of 2021 has placed the highest level of pressure yet seen on the NHS. As a response, the health and care system has commissioned a further extensive range of higher cost beds in the care home sector, and some very high cost community care packages to support timely and safe hospital discharge. It is not possible to project in detail the financial impact of the legacy long-term care costs of the pandemic until all assessment work on people's eligibility for social care has been completed. The national timeframe for completion of assessment for people placed between March and August 2020 is March 2021; and the assessments of eligibility for everyone placed since September 2020 take place within six weeks of the care home placement. It is critical to highlight that there is a high likelihood that the initially budgeted figure of £1.3 million for 2021/22 will be exceeded and costs may also continue into 2022/23. A commitment has therefore been made that legacy care costs of the pandemic which exceed the £1.3 million budget will have a call on the £9.9 million of Covid-19 emergency funding which has been referenced previously in this report.

It should also be noted that a Mental Capacity (Amendment) Bill has replaced the Deprivation of Liberty Safeguards (DoLS) with a scheme known as the Liberty Protection Safeguards (LPS) with the target date for implementation of October 2020 has been postponed. These arrangements describe the procedures when it is necessary to deprive a resident in a range of settings of their liberty as they lack capacity to consent to their care to keep them safe. The council will commit spending on this activity up to any amount funded by the government.

It had been anticipated that the green paper on social care funding would provide a sustainable funding source for adult social care moving forward. However, the government have set out the intent to provide the detail of these fundamental reforms in due course.

43. Better Care Fund

The fund requires Clinical Commissioning Groups (CCGs) and local authorities to pool budgets and agree integrated spending plans to support more people at home, reduce delays in discharges from hospital and to prevent avoidable hospital admissions.

The 2020/21 Better Care Fund (BCF) allocation is £59.8 million. The Dorset CCG is contributing approximately £40.8 million of which £10.5 million is passed to the BCP Council to support the delivery of adult social care services that also benefits health services.

The BCP Council contribution is £19 million and includes base budget resources (£2.5 million), the disabled facilities grant (£3.5 million), the improved better care fund (iBCF) (£13 million), which includes the previously separate winter pressures money.

In the November 2020 spending round, the government reiterated its commitment to the integration of health and social care. In support they confirmed that the BCF and (iBCF) would continue into 2021/22. They also announced that the NHS contribution to adult social care through the BCF will increase in the region of 5.5%, therefore the 2021/22 budget assumes an extra BCF allocation to BCP Council of £632,000 which will be applied to fund the government requirement of extended hours and 7 day working to support the discharge to assess programme (introduced as a result of the pandemic) as well as contributing to the ongoing increased cost of residential placements.

44. Investment in children's services (including social care) - £7.5 million 2021/22 - 12% gross increase

The MTFP makes provision for an additional net £12.1 million investment in children social care services over the 3-year period to March 2024. The most significant and notable of these can be listed as:

- 1. an increase in the cost of children in care:
 - o the overall number of children in care has remained steady but the placement costs of new children coming into care are often more expensive than those of children and young people who leave care (for instance as they turn 18); and the costs of children who remain in care beyond 18 is high.
 - in addition to the cost of new placements is the increased cost arising due to the complexity of some existing and new cases.
 - new cases and subsequent placement costs relating to 16+ cohort around complex safeguarding, including those children vulnerable to Child Sexual Exploitation
 - a high cost placement within the CHAD team (children with health & disability). The cost of this placement has decreased considerably from the cost in 2020/21 due to the new agreement with health on the split of costs between health and social care.
- 2. rebase of the budget for the front door and assessment social work team's establishment to recognise the increase in workload.
- 3. additional investment needed to establish a fully functioning quality assurance team and complex safeguarding team to manage the 16+ cohort as mentioned above.
- additional investment to support the recently agreed recruitment and retention strategy for children's services to provide stability in the social worker workforce and to reduce reliance on costly agency social work staff.
- 5. additional investment in specific post Ofsted activities around rapid improvement.

45. Investment in Environment and Communities - £3.4 million 2021/22 - 7% gross increase

The proposed budget for 2021/22 makes provision for £3.4 million additional investment into environment and communities.

Ongoing pressures from 2010/21 predominately relate to the disposal of waste, both residual and recycling. Waste collection and disposal services cost the council in the region of £28

million and generate £6 million income, with a significant portion of the budget relating to disposal through third parties.

Until recent years, recycling generated income for the council but now costs rise annually from approximately £35 per tonne two years ago to now in the region of £60 per tonne. The market is proving to be volatile in an unprecedented way, partly related to the Covid-19 pandemic. Budget growth of £0.3 million is included for price increase as well as higher tonnage collected, which is running at about 5% higher than the previous twelve months, possibly as more people are working from home.

Budget provision has also been made for re-tendering contracts for the disposal of organic and residual waste (£0.3 million) and to reduce unachievable income targets (0.3 million). Additional costs related to Port of Poole as a result of the UK transition from the European Union are expected to be met from additional income and government grant.

There is some ongoing pandemic impact expected in reduced income streams (£0.4 million) plus significant pressure from homelessness, with extra costs of £0.4 million provided. It has been assumed that the service will have continued success in bidding to government to maintain services due to the announced £254 million of additional resource to tackle homelessness and rough sleeping in 2021/22. This is a 60%cash increase compared to SR19, to bolster vital accommodation, substance misuse and frontline support services

46. Investment in Regeneration and Economy - £13.8 million 2020/21 - 205% gross increase

An amount of £13.8 million has been set aside as part of the budget for 2020/21 to support increasing cost pressures specifically associated with regeneration and economy.

The most significant theme is the potential ongoing impact of the pandemic. Significant reductions in income totalling £12.4 million are forecast. The key areas affected are car parking (£7.0 million), seafront trading operations (£1.8 million), cultural, heritage and leisure assets (£2.4 million) and property (£1.2 million). Some of these pressures can be mitigated in the first quarter from the continuation of the government grant scheme for lost sales fees and charges with this budget held centrally.

The impact of inflation and demand growth (including PFI contracts, rates, social care transportation and utilities), pension and pay award increases has led to pressures of £0.8 million.

Regeneration schemes being delivered via the Bournemouth Development Company (BDC) necessitate temporary closure of car parks during the construction phase with the resultant pressures of £0.6 million being included.

The cost of these investments has been partly supported by a one-off benefit to beach hut licence fee income (£0.5 million), the introduction of new car parking zones (£0.2 million) plus some smaller cost savings and underlying income improvements (£0.1 million).

47. Pay award

Local government agreed pay awards for 2018/19, 2019/20 and 2020/21 were 2%, 2% and 2.75% respectively.

The budget for 2020/21 assumed a 2% increase within the base budget of each service directorate with, as a corporate item, provision being made for a potential 0.75 % increase which reflected the strong wage inflation during the previous twelve months.

The MTFP makes no provision for a pay increase in 2021/22. This position reflects the recent biggest fall in wages since the three months to April 2009 amid lower pay for furloughed employees, reduced bonus in the wider economy and the likely impact of rising unemployment in a recessionary economy.

The position also accords with the announcement by the Chancellor of a public sector pay freeze as part of his November 2020 spending review in which he emphasised that in order to protect jobs and ensure fairness, pay rises in the public sector will be restrained and targeted in 2021/22. That said, it should be borne in mind that this has no formal bearing on the decisions around any annual local government pay increase as these are developed through negotiations with the trade unions.

The base revenue budget contingency considers the risk associated with this assumption and specifically the likelihood of a £250 increase for employees earning less than £24,000 which was also a feature of the spending review.

In addition, budgetary provision is made for between 95% and 98% of each service's employee establishment to allow for the impact of turnover and other matters on the actual costs of the service. Services are expected to manage the impact of any incremental drift in their pay base.

The assumption continues to be made that the harmonised pay and grading structure of BCP Council will be cost neutral. It is currently anticipated that the new pay and grading structure will become effective from January 2022.

48. Pension Fund

BCP Council is a member of the Dorset Local Government Pension Scheme administered by Dorset Council. The funds actuary Barnett Waddingham is required to revalue the fund every three years (tri-annual revaluation) to determine both the value of its assets and liabilities and the contributions rates for each employer in the fund. The fund was last revalued as at April 2019 with the impact as follows;

Figure 6: BCP Pension Fund – funding levels

Local Authority	31 March 2019 Funding level	31 March 2016 Funding level
Bournemouth Council		79%
Christchurch Council		88%
Dorset Council		80%
Poole		86%
BCP Council	92%	82%

As at 31 March 2019 BCP Council has a funding deficit of £86.6 million with a resulting funding level of 92%. The improvement was a combination of the good asset performance of the fund with a slowdown in mortality improvement, negated to some extent by an

assumption of higher future inflation and a lower discount rate compared to the 2016 valuation.

As part of the process agreement was reached with the pension fund actuary in respect of the profile of primary rate and back-funding contributions over the three-year period which are then fixed until the next tri-annual revaluation. This approach offers a degree of protection to the council in respect of the consequences of the pandemic as any impact will be deferred until the 2023/24 financial year. That said, it should also be recognised that recent changes in legislation state that the actuary can now request an employer changes their contribution rates/levels between formal valuation dates although this ability has not yet been used;

Figure 7: BCP Pension Fund contributions agreed with the Actuary

	2019/20	2020/21	2021/22	2022/23
Ongoing (primary) rate	15.6%	16.2%	16.8%	17.4%
Back-funding (secondary) rate	£9.428m	£5.887m	£6.101m	£6.324m

Generally, in respect of the 2019 revaluation, the increase on the ongoing rate was offset by the reduction in the back-funding element although it should be acknowledged that agreement was reached with the actuary to taper the ongoing rate increases over the three year period.

49. Exit payment cap and redundancy costs

Following the Government's consultation in April 2019, the Restriction of Public Exit Payments Regulations 2020 came into force on 4 November 2020. This limits the value of exit payments, resulting from redundancy or efficiency of the service retirements for members over the age of 55, made by the council to £95,000. However this new legislation is now in conflict with the Local Government Pension Scheme (LGPS) regulations which currently require the immediate payment of an unreduced pension for any member leaving their employment on the grounds of redundancy or efficiency of the service and who is aged 55 or over. This conflict only occurs where the £95,000 cap is breached. The largest, and most common payments to be included in the cap are the redundancy/pension strain payments.

This places the council in a difficult position in respect of any redundancies between 4 November 2020 and the date upon which the LGPS regulations are amended, which is currently unknown.

As the council's average redundancy cost per full time equivalent since its inception is £48,284, excluding tier 1 to tier 3 officers, then in all likelihood this conflict in regulations is unlikely to have any significant impact on the value of any budgeted provisions for redundancy costs associated with both non-transformation and transformation saving programmes. Recently further guidance has been issued to clarify that employer national insurance costs are ignored for the purposes of calculating the cap.

In consideration of the need for an appropriate provision for redundancy costs consideration has been given to the approach of advancing the profile of savings in respect of the transformation programme and the need to make further provision for staff exit costs over and above the £6 million provided as part of the original programme budget. This includes

approximately £1.3 million needed to cover the 26.5 full time equivalent posts that it is already known will be removed from the establishment as part of the £19.1 million of total savings and efficiencies proposals underpinning the 2021/22 budget.

To that effect provision has been made as both part of the transformation programme for a further £12.9 million in redundancy costs across 2020/21 and 2021/22. This provision is being funded in the first instance by a transformation mitigation earmarked reserve although it should be emphasised that the preference is to fund such costs by utilisation of the government's two year window whereby capital receipts can, via the flexible use of capital receipts policy, be used to fund transformation expenditure. Therefore, capital receipts over and above the £13.8 million already earmarked in support of the transformation programme will be sought. Such an approach will enable the reserve to be used support the 2022/23 base budget of the council.

50. Inflationary costs

Inflation is only provided for in service directorate budgets where it can be demonstrated that it will be needed due to either market or contract conditions. Inflation as at December 2020 was 0.6% as measured by the (CPI) Consumer Price Index (September which is applied to many annual uplifts was 0.5%).

Additional resources, savings, and efficiencies

51. Adults and children's social care grant

As part of SR19 the government set out plans to enable local authorities to access £1 billion of new funding by way of an additional adults and children's social grant in 2020/21. This funding being intended to support local authorities meet rising demand and recognises the vital role that social care plays in supporting the most vulnerable in our society.

The technical consultation document issued by MHCLG in October 2019 confirmed an adults and children's social care grant to BCP of £9.6 million in 2020/21 of which £6.6 million was new funding. It also confirmed that this grant would not be ringfenced, and that there will be no conditions or reporting requirements attached or requirements around how much should be spent on either adult or children's social care.

Spending review 2020 confirmed that the 2020/21 allocations would be maintained with a further £300 million of additional adult and children's social care funding was being made available in 2021/22 as noted above. This was lower than expected when calculated according to the usual allocation methodologies as the formula used for distribution recognised the different level of resources that each local authority can raise if they implement the 3 per cent social care council tax precept.

52. Council tax harmonisation strategy

The 2020/21 budget endorsed a Council Tax Harmonisation strategy designed to ensure consistent levels of tax are charged across the conurbation from 1 April 2021 onwards (2021/22 financial year). At its core this strategy was underpinned by the 3.99% assumed increase as adjusted for the impact of the precept for Charter Trustees in 2020/21 and an increase in line with the total referendum limit for 2021/22, estimated at the time to be 2.99%.

The intent in harmonising council tax over the first three years of the new BCP Council has been to align with the period required to deliver consistent levels of service.

As part of November 2020 spending review the government announced that the council tax referendum threshold was 4.99% for 2021/22, made up of a 1.99% increase and a 3% adult social care precept. Such a move was consistent with the strategic approach taken by government in its 2015 spending review, and 2019 spending round which was to increase council tax as a mechanism for funding local services, and within that the use of the adult social care precept as a means of asserting national direction on how such resources are applied.

The 2021/22 local government finance settlement confirmed that some or all the 3 per cent adult social care precept can be deferred to 2022/23.

In proposing this budget, the administration has had to weigh up carefully the fact that as a council our unringfenced funding is heavily weighted towards Council Tax (76% in 2020/21) and therefore such increases undoubtably support our future financial sustainability and the services vital to our local community. However, this must be considered against its affordability to the local taxpayer. The changes being proposed in each town for 2022/23 are set out as follows in figure 8 below;

Figure 8: Proposed council tax harmonisation strategy

2020/21 Financial Year

- Poole and Bournemouth = 2019/20 charges plus 3.99%, as adjusted for the impact of the Charter Trustees precept.
- Christchurch = 3.5% reduction which is to a level of tax consistent with the 2021/22 estimate for Poole.

2021/22 Financial Year

- Calculate average council tax for 2020/21 being the total yield (£217.075 million) divided by the total tax base (£142,995.70) which equates to £1,518.05
- Increase £1,518 05 by 1.55% to £1,541.57
- £1,541.57 was the council tax charge proposed in the 2020/21 budget report

Harmonised Council Tax achieved in 2021/22

	2019/20	2020/21	Increase	2021/22	Increase
Christchurch	1,598.30	1,541.57	-3.55%	1,541.57	frozen
Bournemouth	1,473.40	1,530.00	3.84%	1,541.57	0.76%
Poole	1,441.53	1,496.81	3.83%	1,541.57	2.99%

- Please note the above table excludes the impact of the separate Charter Trustee council tax charge in Poole and Bournemouth which was applied from 2019/20 onwards and potential adjustment to the Bournemouth area council tax arising from the establishment of the Throop and Holdenhurst parish on 1 April 2021.
- This harmonisation approach provides the opportunity to defer the 3% adult social care precept from 2021/22 into 2022/23. The assumption therefore used for financial planning purposes and to produce the MTFP is that council tax will increase by 4.99% in 2022/23 (1.99% core plus 3% social care precept) and 1.99% in 2023/24 (1.99% core increase only).

The below table below sets out a comparison of the historic and 2021/22 council tax levels in Dorset, assuming that Dorset Council increases their 2021/22 council tax by 4.99% as previously indicated.

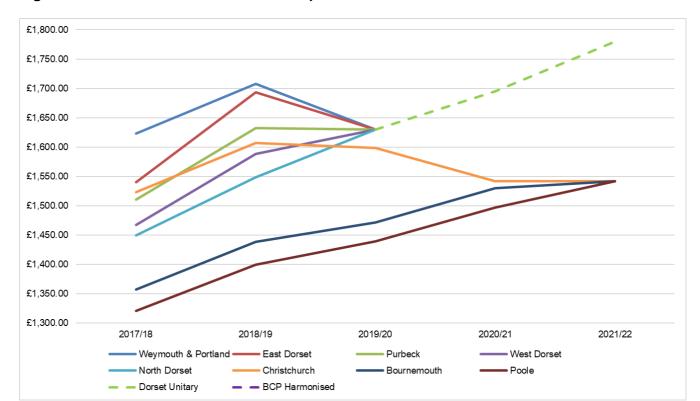


Figure 9: Dorset Councils – Historic and Projected Council Tax Levels

53. Alternative council tax strategies considered and rejected

In respect of the legislation which supported the creation of BCP Council the Secretary of State was keen to strike the right balance between ensuring council tax payers do not experience a large increase in bills and not allowing residents in any one part of the area to be concerned that they are effectively contributing more to the cost of services than others in the area. Therefore, BCP Council are permitted to consider either;

- 1. harmonising over a maximum of seven years with a fully equalised council tax to be set by the start of year eight at the latest (2026/27). Each year the differential between the highest and lowest is required to reduce.
- 2. harmonising at the average council tax across the area in any year prior to 2026/27.

These regulations also permitted BCP Council to apply the annual referendum principles in any year before harmonisation to either the average council tax across the whole area, or to the council tax in each predecessor area.

This means that for 2021/22 BCP Council could set a £1,593.80 harmonised band D rate of council tax which is the £1,518.05 average for 2020/21 council tax plus 4.99%.

The proposal which underpins the proposed 2021/22 budget is consistent with the second of the options with the annual increase restricted to 1.55% which produces a harmonised rate

of council tax for 2021/22 of £1,541.57. This is the absolute amount assumed in the 2020/21 budget report for the 2021/22 financial year.

At this stage, other than the ability to defer the 2021/22 adult social care precept into 2022/23, the government have made no announcement of any future adult social care precepts.

There are numerous permutations available to the council within parameters of the Dorset local government reorganisation regulations in respect of the council tax level which could be proposed for 2021/22. By way of an example two that have been considered and rejected;

A. Average basis, as assumed in the proposed budget, but with a 4.99% increase instead of the 1.55%. This would create a harmonised rate of council tax for 2021/22 of £1,593.80.

B. Defer harmonisation until 2022/23

This would mean a 2021/22 Council Tax based on a 4.99% increase in both Bournemouth and Poole. The Christchurch council would increase by 4.98% to ensure the resultant differential between the highest and lowest rates is reduced.

Compared to the proposal underpinning the budget as set out, both option A and option B would generate approximately £7.3 million more in revenue in 2021/22. These approaches have been rejected on the basis that;

- Option A would mean residents in all predecessor areas facing larger increases in their bills. Poole's council tax would increase by 6.5% in 2021/22 which would be a 1.5 % increase above the level the government deem to be excessive (the 5% referendum threshold).
- Option B would mean residents being concerned they are effectively contributing more to
 the cost of the council services than others in the area for a period considered excessive
 by the current administration. Harmonisation under this option would be achieved in
 2022/23 by the fourth year of the new council which is an additional year beyond that
 currently being assumed for financial planning purposes.

It may worth highlighting that a 1% change in council tax will change the council's revenue funding (in either direction) by approximately £2.1 million per annum.

54. 2021/22 Local Council Tax Support scheme (LCTSS)

Cabinet in December 2020 agreed there would be no change to the local council tax support scheme between 2020/21 and 2021/22.

As part of the government's response to Covid19 BCP Council were allocated £3.1 million to support economically vulnerable working age people and households in their area for 2020/21. The expectation was that most of these funds would be used to provide council tax relief alongside existing local council tax support schemes (LCTSS) using discretionary powers under s13A of the Local Government Finance Act 1992. The strong expectation was that councils would provide working age LCTSS recipients with a further reduction in their 2020/21 annual council bill of £150. Where a taxpayer's liability for 2020/21 is following the application of council tax support, less than £150, then their liability is reduced to nil. This included the new LCTSS accounts resulting from the 13.1% increase in the cost associated with working age claimants since March 2020.

Expenditure for 2020/21 is currently forecast to be £2.3 million which is not as high as originally intended presumably because of the extension of the HMRC Covid-19 furlough support scheme.

On this basis the council's corporate incident management team agreed on the 18 January 2021 to allocate the remaining £830,000 by way of a higher level of council tax reduction for 2020/21 for those working age LCTSS recipients whose annual liability exceeds £200 which was a further £50 in hardship support.

55. Business rates

Our current financial planning assumption is that the council will retain £56.4 million in business rates for 2021/22, excluding the impact of prior year surplus and deficits. This represents a reduction of £1.7 million compared to the 2020/21 budgeted amount. This is based on the NDR1 statistical return that is submitted to the government in January 2021.

Based on the NDR1 return, the net collectable business rates for the BCP Council area are consistent with last year at £134.9 million (£135.0 million for 2020/21). However, the net collectable business rate figure for 2020/21 included retail relief of £5.8 million which was funded through additional S31 grant. This relief is not replicated for 2021/22 and so while the net collectable debits are comparable between years, the 2021/22 figure includes reductions to the tax base that will not be compensated. For example, gross rateable values for the BCP Council area are reduced by £1.8 million and the council will also receive £2.1 million less in S31 grants, largely due to the reduction in retail relief.

Within the NDR1 return provision has been made for further losses in business rate income from the effects of the pandemic, including a continued decline in the number of businesses, losses in collection rates and appeals for reduced rateable values by businesses.

At this stage the risk associated with this forecast cannot be underestimated. The legacy impact of Covid-19 on the business rates resources collected by the council will not be fully understood until the response phase has passed and we move into the recovery stage of the global pandemic.

It should be borne in mind that under the government's formula the council is initially allocated 49%, the government 50%, and the fire authority 1% of such resources. However due to the impact of issues such as appeals the council budget to retain 42% or £56.4 million of the total business rates collectable in 2021/22.

One such risk is that on the 22 December 2020 the Valuation Office Agency (VOA) set out details of a discussion they have had with rating agents concerning challenges to rateable value on the grounds of material changes of circumstances due to the Covid-19 pandemic and potentially for a 25 per cent reduction in rateable value for premises such as offices. We understand that the VOA are working to resolve these cases as quickly and efficiently as they can and will share details of any impact on the gross collectable business rates as quickly as possible.

Councillors may also recall that local government funding reforms were planned for introduction from April 2021 (i.e. Fair Funding, 75% Business Rates Retention and the full reset of the business rates baseline). These fundamental changes have been delayed, as a consequence of the government focusing its resources on other more pressing priorities. However, as part of the 2021/22 provisional local government finance settlement the Minister

highlighted there may be an opportunity to bring these reforms forward next year and that the position would be reviewed with the Treasury.

56. Assumed savings and efficiencies

Figure 10 below identifies that £20.6 million in additional savings and efficiencies have been identified in establishing the budget for 2021/22. These savings generally flow from reduced staffing, reduced operational costs, or from creating common and consistent charging policies following the creation of the new council as part of the review of local government in Dorset. They also include £7.5m in assumed savings from the transformation programme.

It should be stressed that some of these savings have been assumed for financial planning purposes only as they will remain subject to public and staff consultation and subsequent councillor approval. A detailed schedule of these assumed savings is presented as appendix 2b. Most of these savings will have been subject to the consideration of the Overview and Scrutiny Board at its meeting on the 1 February 2021.

Figure 10 below sets out an analysis of the £41.2 million service-based savings and efficiencies for 2019/20 (£11.2 million), 2020/21 (£9.4 million) and 2021/22 (£20.6m);

Figure 10: Analysis of service-based savings (shown on an incremental basis)

	Budgeted 2019/20	Budgeted 2020/21	Estimated 2021/22	Total
	£m	£m	£m	£m
Staffing and organisation	(5.3)	(2.9)	(1.8)	(10.0)
Transformation		(1.0)	(7.8)	(8.8)
Democratic Representation	(0.5)			(0.5)
External Audit	(0.2)			(0.2)
Service Efficiencies				
Adult Social Care	(2.0)	(2.0)	(5.8)	(9.8)
Children Services	(0.2)	(0.1)	(0.7)	(1.0)
Place Theme	(0.7)			(0.7)
Regeneration & Economy		(0.5)	(0.0)	(0.5)
Environment & Communities		(0.2)	(1.7)	(1.9)
Resources	(0.7)	(0.3)	(0.8)	(1.8)
Commercial Opportunities	(0.7)	(0.3)		(1.0)
Fees and Charges	(0.9)	(2.1)	(2.1)	(5.1)
Total	(11.2)	(9.4)	(20.6)	(41.2)

These total savings can be compared to the £14.2 million (£9.2 million net) that Local Partnerships stated could be realised in BCP Council in their August 2016 financial model associated with local government review (LGR) in Dorset. Across the two new unitary Councils the savings total was £27.8 million gross or £18.1 million net, which was after allowance had been made for savings from joint working prior to the 1 April 2019.

Transformation funding strategy - Flexible use of capital receipts - efficiency statement

- 57. In a Local Government Reorganisation (LGR) update report to Cabinet in July 2019 it was acknowledged that phase one (creating BCP Council) had been completed and phase two (delivering senior staffing structures and business functionality for April 2019) was materially complete. In support of these phases the predecessor councils and BCP Council itself set aside £9.1 million to fund the associated programme and transition costs which have now been fully committed. These costs supported the Council in delivering the £20.6 million of annual service-based savings included in the BCP revenue budgets for 2019/20 and 2020/21 which were additional to the £1.3 million of additional resources identified on the disaggregation of the Dorset County Council 2018/19 budget.
- 58. Phase three related to the designing and building of the new local authority by taking the opportunity to fundamentally transform and provide improved services to residents while also identifying and releasing savings and efficiencies.
- 59. As part of SR15, the government announced that to support local authorities to deliver more efficient and sustainable services it would allow local authorities to spend up to 100 per cent of their fixed asset receipts on the revenue costs of service reform and transformation. Guidance on the use of this flexibility stipulated that the flexibility applied to the three financial years to end March 2019. However, this was extended for a further three years to 31 March 2022 as part of the 2018/19 local government finance settlement.
- 60. The guidance makes it clear that local authorities cannot borrow to finance the revenue costs of service reforms. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years the flexibility is offered. Local authorities may not use any existing stock of capital receipts to finance the revenue costs of reforming their services. Set up and implementation costs of any new processes or arrangements that will generate future ongoing savings and/or transform service delivery to reduce or improve the quality of service delivery in future years can be classified as qualifying expenditure. The ongoing revenue costs of such processes or arrangements cannot be classified as qualifying expenditure. In addition, the guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specifies that;
 - The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
 - In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice
- 61. A high-level business case was presented to Cabinet in November 2019 which set out the original scope of the council's organisation design project, which was facilitated by KPMG, and identified that it could potentially deliver up to £43.9 million of gross annual savings by year 4 based on an investment of £29.5 million. The profile of these savings was assumed to accumulate as £7.8 million in year 1 growing to £16.5 million in year 2, £36.9 million in year 3 and £43.9 million in year 4. It should be highlighted that these savings will impact on the council including both General Fund and Housing Revenue Account (HRA) services.
- 62. Council on 7 July 2020 agreed to the extension of the project to a £38 million programme referencing the quantum leap forward in different ways of working as a consequence of the Covid-19 public health emergency and the need to accelerate the pace at which we generate

savings and efficiencies. This report also approved the procurement of a strategy partner, approved oversight of the programme by a Cabinet Working Group as part of the governance arrangements and set out that the £43.9 million must now be adopted as our minimum expectation of savings and efficiencies.

- 63. This 2021/22 budget report is premised on the council delivering £7.5 million in savings to underpin the budget for the 2021/22 with additional savings of £34.9 million over the following two years. The 2021/22 savings from the transformation programme are associated with the:
 - Work to enable communities take more responsibilities for their need.
 - Reduction in employee headcount through the consolidation of common roles/work.
 - Reduction in employee headcount through the consolidation of organisational layers/structures.
 - Reduction in third-party spend through more robust procurement and contract
 management. This will include smarter ways of working such as the digital mail and the
 reduction of spend throughout the council by the centralisation of spending on items
 such as stationery, photocopying and printing.
 - Review of the corporate structure to enable the council to continue to reflect and realign
 its management structure to ensure we are continuously improving towards being the
 organisation that we aspire to be and to ensure we deliver our priorities. This included
 the integration of the library services with customer facing services and community hubs
 and the recruitment / appointment of a new corporate director for marketing,
 communications & strategy
 - The Councils estate and accommodation project.

It should be highlighted that at this stage these savings have not been itemised on a line by line basis. However, this is a key priority work stream for the council with significant activity providing reassurance that £7.5 million is achievable with a significant reduction in head count from the 1 October 2021 onwards. Direct assurance has also been received from the corporate management team on the validity of this assumption.

64. The current profile of expenditure within the transformation programme and the associated funding strategy are set out in Figure 11 below. This excludes the £3.5 million additional annual revenue operating costs required as a result of this investment and the borrowing costs associated with the financing of the capital elements of the programme. These revenue costs relate to new transformative operating systems and their licencing costs and will include the recent investment in Microsoft teams.

Figure 11: Transformation spend profile and funding strategy

		Transformation Programme	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	£m
	Spend	Expenditure Capital expenditure	2.06 2.06	2.74 2.74	1.00 1.00	0.00 0.00	0.00 0.00	5.80 5.80
		Funding Prudential Borrowing (funded from General Fund MRP) Prudential Borrowing (funded from HRA land tfr)	(0.81) (1.25) (2.06)	(1.54) (1.20) (2.74)	(1.00) 0.00 (1.00)	0.00 0.00 0.00	0.00 0.00 0.00	(3.35) (2.45) (5.80)
C	ne Spend	Expenditure One-off costs Original redundancy costs reprofiled Additional redundancy cost provision Contingency Funding	1.84 0.00 1.28 0.00 3.12	10.32 6.00 5.62 1.65 23.59	7.08 0.00 0.00 0.69 7.77	2.45 0.00 0.00 0.00 2.45	1.35 0.00 0.00 0.44 1.79	23.04 6.00 6.90 2.78 38.72
	KeV	Base Revenue funding for Transformation Agenda New Transformation Mitigation Reserve Temporary Funding Capital Receipts	0.00 0.00 (2.44) (0.68) (3.12)	0.00 (12.90) 2.44 (13.13) (23.59)	(7.77) 0.00 0.00 0.00 0.00 (7.77)	(2.45) 0.00 0.00 0.00 (2.45)	(1.79) 0.00 0.00 0.00 (1.79)	(12.01) (12.90) 0.00 (13.81) (38.72)
-	lotal	Total expenditure Total funding	5.18 (5.18)	26.33 (26.33)	8.77 (8.77)	2.45 (2.45)	1.79 (1.79)	44.52 (44.52)

- 65. Therefore, the proposal is that the council under the flexible use of capital receipts approach uses all such resources generated in both 2020/21 and 2021/22 to support its investment in transformation. This includes the receipts generated from the following listed asset sales;
 - Southbourne Crossroads surface car park
 - Wessex Fields net of the necessary debt repayments
 - Former depot site, Cambridge Road
 - Waitrose car park (Christchurch)
 - Former private car park, Upper Terrace Road
 - Bargates site (corner of Barrack Road and Fairmile)
 - Thistle hotel lease restructure
 - BCP Councils share of Dorset County Council assets held for sale
 - Former caretakers' accommodation

At this stage the estimated value of the above capital receipts in 2021/22 is £13.8 million with, as set out figure 11, the residual funding provided by the application of the transformation mitigation reserve. This assumption has been made based on prudent financial management, and the ambition is to generate significant receipts over and above the £13.8 million which will enable this reserve to be carried forward in support of the revenue funding gap in 2022/23.

The council will consider a range of options to ensure delivery of these capital receipts before the 31 March 2022 deadline. In doing so the Council will not be limited to traditional open market sales as consideration will also be given to disposal via current council owned companies and new property companies within the council's ownership or via joint ventures.

- 66. Ultimately the value and timing of the resources generated will impact on the scale and scheduling of the organisation's transformation as influenced by the work with the strategic partner.
- 67. The guidance requires the approach is approved by Council and that the Ministry of Housing, Communities and Local Government are duly notified (via capitalreceiptsflexibility@communities.gsi.gov.uk) so they can keep track of the planned use of this flexibility for national purposes.

Refinancing of the capital programme

- 68. The treasury management strategy section later in this report sets out further details of the fundamental change in approach to the financing of the capital programme and its refinancing designed to release resources in support of the revenue budget. The proposed approach is to borrow to finance these schemes over the life of the asset which will enable the council to match the cost of investment in capital infrastructure with its benefits. This approach releases £25.2 million in 2021/22 in addition to £2.8 million delivered in 2020/21 and includes resources previously committed to:
 - Transformation programme
 - ICT investment plan
 - Poole Bay beach master plan
 - Town centre development fund
 - Canford Cliff stabilisation programme
 - Hillbourne school
 - Heart of Poole project

The borrowing costs of these investments have been included in the budget and mediumterm financial plan to the extent to which the necessary capital and interest repayments fall within the relevant time period. It is also worth highlighting in certain circumstances the council will look to avoid borrowing where provision can be made as part of its community infrastructure levy arrangements.

It should be highlighted these resources include those redirected from the transformation programme further to Council's approval of a £37.6 million budget as part of the organisational redesign report in July 2020. This budget included approximately £18 million in resources set aside up front (including £10 million from the financial liability earmarked reserves previously set aside as a counterweight to the deficit on the Dedicated Schools Grant).

69. As part of the process of considering the resources made available to support the capital programme and the focus on, where appropriate the use of borrowing, it is proposed to release the £2.8 million set aside as part of the 2020/21 budget as a revenue contribution to capital.

Review of inherited resources

- 70. Council on the 5 January 2021 endorsed the proposal of Cabinet on 16 December 2020 to refinance £4.8 million historic infrastructure spending via community infrastructure levy (CIL) and s106 funds to support the 2021/22 budget position.
- 71. This work focused on the first phase of a review of resources and provisions inherited from predecessor councils relating to s106 deposits and CIL receipts. The purpose was to establish if there had been consistency in how they have been used and to determine the extent to which they should have been applied to historic capital expenditure.

Schools Forum

- 72. Schools Forum is a statutory body of the council and must be consulted on all school funding budget allocations. It also has a range of decision-making powers regarding the level of budgets held centrally and whether any funding provided for mainstream schools can be transferred to other budget areas.
- 73. The BCP Schools Forum has a complement of twenty-four members with representation from all categories of schools. Two meetings were held over the autumn and early January, with recommendations and decisions made for the BCP budget regarding school funding through the ring-fenced DSG.

Dedicated Schools Grant (DSG)

- 74. The gross DSG of £300 million provides funding for mainstream schools for pre 16 pupils, private, voluntary and independent nursery providers, a small range of central school services (for example, school admissions) and specialist provision for children and young people with high needs. High needs budgets include funding for mainstream schools and specialist providers to support pupils with education, health and care plans (EHCPs) aged 0-25, and those educated out of school, for example due to permanent exclusion or medical needs. Academies are funded from the gross DSG allocation but with amounts subsequently recouped by the DfE to enable the budget share for pre 16 pupils to be paid directly by the Education & Skills Funding Agency (ESFA).
- 75. The DSG is allocated to the council through four funding blocks, each with its own national formula methodology; early years, mainstream schools, high needs and central school services. Distribution to councils linked to historic allocations has now largely ended, with some funding protection mechanisms in place to reflect that expenditure patterns once well-established cannot be changed quickly. The separate DfE grants provided in recent years to reflect otherwise unfunded uplifts in teacher pay and pensions costs have been subsumed into the 2021/22 DSG within each of the three relevant funding blocks. This accounts for £11 million of the £25 million overall increase in the DSG for 2021/22.
- 76. The council brought forward a DSG accumulated deficit of £4.6 million in April 2020 due to the now recognised national underfunding of the high needs budget. The deficit was budgeted to grow by £5 million during the current year. The deficit arises from the restrictions in how funding can be moved between blocks with it not possible to reduce expenditure to balance the account

- as well as meet the statutory education entitlements of pupils identified with high needs. A £1 million overspend is projected for 2020/21 with the accumulated deficit at March 2021, therefore, an estimated £10.6 million.
- 77. The council is not able to add to the DSG from its own funds to support annual expenditure or to reduce the accumulated deficit without the approval of central government. The projected annual high needs deficit for 2021/22 is £10.8 million and without any mitigation the deficit will grow to £21.4 million by 31 March 2022. The deficit recovery plan and related service action plan are being reviewed as a matter of urgency and this budget looks to materially impact both financial resilience and improved service delivery for our children in this area by the commitment of the council to finance £10 million in further capital investment in order to bring down expensive external placement costs.
- 78. The DSG accumulated deficit, under recently implemented accounting rules, is required to be carried on the council's balance sheet as an unusable negative earmarked reserve with this considered further in the reserves section of the report. The projected position is summarised below:

Figure 12: Projected dedicated schools grant at March 2022

	£m
Accumulated deficit 1 April 2020	4.6
Budgeted high needs shortfall 2020/21	6.0
Projected pressure in the High Needs Block 2020/21	1.4
School funding block surplus 2020/21	(1.0)
Projected savings on other blocks 2020/21	(0.4)
Projected deficit 31 March 2021	10.6
Projected high needs funding shortfall 2021/22	10.8
Projected deficit 31 March 2022	21.4
Surplus school's block funding (0.5%) agreed by schools' forum to transfer to high needs.	(1.1)
Proposed projected deficit 31 March 2022	20.3

Early years block - £21 million

- 79. The Department for Education (DfE) introduced a national formula in 2017/18 to fund Local Authorities for the free education childcare entitlements for those aged 2, 3 and 4. This provided a significant increase in funding for the legacy councils in the first year of a static 3-year funding rate. An increase of £0.08 per hour of provision (less than 2 per cent) was applicable for all local authorities in 2020/21. In 2021/22 the hourly funding rates have been increased for 2-year provision by £0.08 per hour (1.5%) and for 3 and 4 year- olds by £0.06 per hour (1.4%).
- 80. The level of funding retained for central budgets relating to the free entitlements have been agreed by the Schools Forum. The amount centrally retained is less than the 5% maximum allowed.
- 81. A consultation took place with all providers in November / December regarding how the formula is to be updated for the new funding level when it became known. The outcome of this was

considered by the school's forum in January 2021. A separate paper on the meeting agenda for a council decision includes the recommendations from this meeting

Schools block - £229 million

- 82. The national funding formula (NFF) for mainstream schools funding provided a £7.9 million (3.6 %) increase for 2021/22 due to uplifted formula values and revised local school data. A further £2.2 million (1.1%) has been provided in final allocations through growing pupil numbers from the October 2020 school census.
- 83. Consultation was undertaken with all schools in November / December regarding the mainstream school formula for 2021/22 with options regarding varying levels of funding transfer to high needs. The school's forum received the outcome of this consultation in January. A separate paper on this meeting agenda includes proposals for Council decisions regarding the mainstream school's formula.
- 84. Also included in the school's block is funding for pupil growth in mainstream schools from September 2021. These allocations are made to schools where growth meets specific national criteria. The DSG allocation has reduced by £0.4 million compared with last year but is enough to meet estimated costs with a balance available to transfer to high needs.

High needs block - £48 million

- 85. The funding shortfall for pupils with high needs continues to be a national problem with the LGA report (Have we reached a 'tipping point'?) still relevant despite the 9% increase in funding for 2021/22 of £4 million (which is similar in scale to the increase for 2020/21). The education environment has changed little with the report's main conclusion that "Local Authorities have all the responsibility for maintaining high needs expenditure within budget, and yet have almost no hard levers within which to effect this" still valid. The trends in spending for children and young people with SEND have continued ahead of funding levels with the BCP annual gap growing each year due to the rise in caseload and average cost of provision. This is despite implementation of the high needs action plan, drawn up following a series of consultant reviews, and which includes the creation of a significant number of lower cost places in our local schools which are on track to be delivered.
- 86. The DSG regulations allow schools forum to approve a transfer of mainstream school funding of up to 0.5% in 2021/22 (with the £10 million of subsumed separate pay grants not permitted to be included in the percentage calculation). A higher level requires the approval of the DfE. A transfer to high needs of £1.1 million (0.5%) was considered by the school's forum in January and approved. The small school's block surplus remaining (after all mainstream schools have been allocated their full NFF allocations) of £0.2 million is to remain in the growth fund as a contingency. A request to the DfE for a greater level of transfer is considered unlikely to succeed as it was declined last year. Any significant increase beyond the 0.5% secured from school's forum would lead to schools not receiving their full NFF allocations for which there is little support from schools individually or the school's forum and with the DfE being very unlikely to override these views.
- 87. A separate report on the agenda recommends the transfer of £1.1 million from mainstream schools funding to the high needs budget. This balances the financial needs of the council and schools as far as possible within the approvals already secured and in accordance with the statutory school budget setting framework.

Central school services block - £2 million

88. The funding is provided largely through a national formula for on-going functions with per pupil rates uplifted for 2021/22 to reflect the previous teacher's pay grants now subsumed into the DSG for LA expenditure. This arises from the small number of teachers undertaking central functions. The underlying rate for BCP has reduced by 2.5% as expected from the transitional protection arrangements. Pupil number growth provides some mitigation with only a small overall reduction between years. Historic commitments in BCP are funded at previous levels (instead of the announced planned reduction) following a successful application to the DfE. Funding in this block supports specific central services for all schools and the DSG budgeting system. The school's forum has agreed the budgets are set at the level of funding.

Maintained schools

89. As last year, no schools have converted to Academy status during 2020/21 with none currently planned for 2021/22. BCP will, therefore, continue to have 16 schools plus the Christchurch learning centre to maintain at April 2021. Funding to continue statutory services for maintained schools is to be provided from central retention of maintained school budget shares through agreement of maintained schools representatives at school's forum. This retention totalling £0.2 million is still to be agreed by the relevant members of the school's forum but the outcome should be available by the end of January.

Academies

90. Academies are independent organisations; their funding and expenditure is not contained within the council's budget.

Education & Skills Funding Agency (ESFA)

91. Funding for mainstream post 16 pupils is provided by the ESFA and is passported directly to schools. This budget remains estimated as the ESFA will not provide the detail of allocations until later in the year.

Schools pupil premium

92. The school pupil premium is provided by the DfE and is passported to schools. It is allocated according to the number of pupils eligible for free school meals (FSM) from low income criteria, Children in Care (CiC) or adopted, and of forces personnel.

Capital strategy

- 93. As part of providing vital services to our local community, the council is required to invest in, and maintain, a portfolio of land, property and other assets including;
 - Highway infrastructure such as roads, footways and bridges.
 - Schools and adult education centres.
 - Parks and open spaces including the seafront and coastline.
 - · Vehicles, plant and equipment.
 - · Administrative offices.
 - Approximately 9,620 council homes (through the Housing Revenue Account).

94. The council's capital investment programme sets out the resources that it has agreed to spend on such assets and in doing so driving local economic growth and supporting the delivery of council services.

Overview and core principles

- 95. The capital strategy is based on the following core principles:
 - Capital projects are supported by appropriate business cases, that clearly identify funding sources, and are approved in accordance with BCP financial regulations. No project that relies on government grant, external funding (including third party contributions) or capital receipts can commence until the council has complete assurance the funding will be / has been received or has otherwise explicitly agreed to accept the risk.
 - The use of prudential borrowing for capital projects where no alternative source of funding is identified must comply with published HM Treasury PWLB borrowing restrictions. Business cases must demonstrate the council is able to meet annual borrowing repayments. The council's overall borrowing capacity is set out in its treasury management strategy.
 - Interest rates from the council's invest to save framework (which provides a framework through which to recognise an appropriate level of risk for each project) are applied to all business cases that rely on future income streams from which to meet annual borrowing repayment costs.
 - To support any future ambitions or key infrastructure developments and to mitigate the underlying risks within its capital investment programme, the council will consider new financial approaches which will undoubtedly require an acceptance of higher than standard levels of risk. Such risk will be carefully considered especially bearing in mind the scale of the council's budget, the size of its revenue MTFP funding gap and the increasing use of prudential borrowing as a source of funding.
 - BCP capital resources (CIL, s106 contributions, capital reserves, capital receipts) are prioritised towards:
 - o commitments under the council's flexible use of capital receipts strategy
 - schemes which require a local contribution to lever in capital grants or external capital contributions
 - o schemes which enable delivery of the savings assumed within the MTFP
 - o schemes which enable the council to exploit its assets
 - o schemes which protect key infrastructure
 - o schemes considered a corporate priority.
 - No resources are earmarked within the capital strategy for the consequential impacts of capital investment on the council's revenue budget (for example programme maintenance).
 These must be identified and managed within revenue budgets set as part of the MTFP.
 - Funding earmarked for delivery of the capital strategy (including external government grant and new borrowing facilities) is only recognised within the capital programme as these funds are utilised / allocated to approved capital projects.

Capital investment programme (CIP) 2021/22 to 2025/26

- 96. BCP's 5-year capital investment programme consists of £124.8 million capital budget in 2021/22 and a further £131.3 million capital budget in the following four years a total 5-year programme of £256.1 million spend on assets and infrastructure across the conurbation. The programme does not include projects undertaken by the Bournemouth Development Company (BDC), for example the Winter Gardens which are approved, monitored and reported outside of the council's general fund capital investment programme. The programme does not include funding available but not yet earmarked to specific capital projects (e.g. new £50 million future fund and £10 million fund to support special educational needs and disability capital expenditure. Neither does it include capital projects where funding is still pending approval (e.g. £25 million Boscombe towns fund).
- 97. The £50 million futures fund and the £10 million support to SEND capital is in line with the bold vision to support our community respond to the impact of the pandemic. The assumption in the MTFP is that the £50 million futures fund will be drawn down in tranches of £10 million per annum over five years in support of investment in local infrastructure. It will be funded through borrowing with the capital and interest repayments which will reach £1.435 million per annum by year five factored into the 2021/22 budget and medium-term financial plan as appropriate.
- 98. The council's HRA capital budgets are also reported separately to the general fund capital investment programme.
- 99. Outside of the budgeted capital programme, the council will also continue to encourage, support and enable strategically important private or public investments that benefit the conurbation including investments by the local universities, local organisations affiliated with the National Health Service, Bournemouth and Poole College, Port of Poole, Bournemouth Airport, academies and local employers.
- 100. The five-year capital programme represents an ambitious strategic medium-term programme of investment in each of the council's priorities. It includes all capital projects for which funding has been secured and will develop further as new capital projects are approved. It does not include grant funding (either anticipated or already received) that has not yet been allocated to approved projects. Neither does it include one-off capital grant bids that are pending outcomes, such as the council's £25 million Boscombe towns fund bid. It does, however, include estimates of annual capital grant allocations, where supported by government notifications of indicative grant awards (e.g. local transport plan, pothole grant, DfE capital grants, disabled facilities grant (DFG)). These indicative grants have been allocated to capital projects in the CIP. Indicative values are expected to be formally confirmed by March 2021, and the CIP adjusted if required.

101. Figure 13: Capital Investment Programme (CIP) spend 2021/22 to 2025/26 (£256.1m)

	2021/22	2022/23	2023/24	2024/25	2025/26	5 year total
	£000	£000	£000	£000	£000	£000
Adult Social Care	1,872	1,545	1,545	1,545	1,545	8,050
Children's Services	9,850	510	70	0	0	10,430
Highways maintenance	14,375	7,691	8,167	9,667	9,667	49,567
Highways major projects	43,354	32,444	1,500	0	0	77,298
Coastal Protection	8,045	16,981	3,451	1,788	8,417	38,682
E conomic Regeneration	10,472	336	336	0	0	11,144
Destination & Culture	9,776	6,861	50	0	0	16,687
Housing & Communities	17,486	8,159	1,974	1,974	1,974	31,567
Hard Facilities Management	703	518	518	518	518	2,775
Environm ent	2,762	0	0	0	0	2,762
Resources	6,139	1,000	0	0	0	7,139
BCP planned capital expenditure	124,834	76,044	17,610	15,491	22,120	256,100

- 102. The following assumptions underpin the CIP 2021/22 to 2025/26:
 - Capital schemes are only included within the CIP once funding has been identified and secured. The only exception to this is the transformation programme, which relies on capital receipts not yet realised to fully fund planned expenditure.
 - The CIP includes indicative estimated values for local transport plan (LTP), pothole grant, school condition grant and better care fund (including disabled facilities grant) government grant awards. These are based on 2020/21 government grant allocations and will be revised, if necessary, once formal funding announcements are made (expected quarter four 2020/21).
 - Revenue funding for capital spend has been included within the CIP, where revenue 'base budgets' have allowed for this funding contribution.
 - Repayment of all prudential borrowing within the CIP is fully funded from revenue budgets.
 - Work is ongoing to ensure availability of community infrastructure levy (CIL) and s106 developer contributions to support the CIP.
 - Unspent approved capital budget from 2020/21 (amounts already reprofiled and final slippage that will only be quantified at the year-end) are / will be included within final CIP budget 2021/22.
 - Any new capital projects not already included within the CIP will require separate approval in line with BCP financial regulations.
- 103. The Council's constitution requires formal Council approval of each capital project before it can commence. In line with this, Council endorsement is sought for the £124.8 million capital programme budget 2021/22 (year 1 of total 5-year CIP budget of £256.1 million). A full listing of capital projects comprising CIP 2021/22 is attached as Appendix 4.

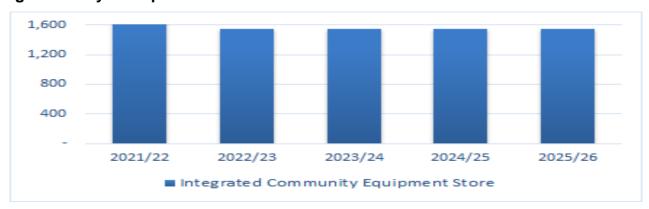
104.In endorsing this budget, councillors should be aware that it is likely to change during 2021/22 as new schemes are approved, new funding sources identified, indicative grant funding is confirmed, and capital schemes are potentially revised in line with new council-wide priorities. The 2021/22 capital budget will also be increased for any capital budget underspends from 2020/21, which will only become known at year end.

5-year capital investment programme (CIP) - key areas of focus

105. Significant capital projects by service directorate currently included within the five-year CIP include:

Adults services

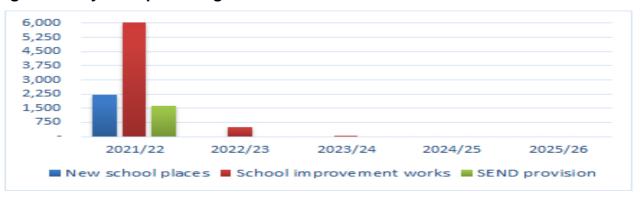
Figure 14: 5-year capital investment £8.1m



- 106. The capital programme assumes £1.5 million of the council's annual Disabled Facilities Grant (DFG) in-year allocation will be invested in its shared Integrated community equipment store (ICES) with Dorset Council, to better facilitate care within the home. This is based on an indicative BCP estimate of DFG funding over the five years of the capital programme. Actual grant funding allocations are expected to be confirmed February / March 2021. Officers from adult's social services and housing & community services will review the ongoing adequacy of the proportion of DFG allocated to the ICES programme periodically.
- 107.No direct provision has been made for an additional stand-alone investment in the council's adults and children's case management system within the CIP at this time. This will be considered as part of the resources set aside for the transformation programme.

Children's services

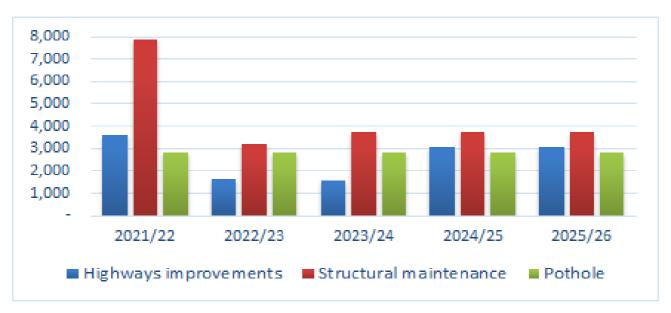
Figure 15: 5-year capital budget £10.4m



- 108. The children's capital strategy is funded from a combination of DfE capital grant, prudential borrowing (£4.65 million of which is funded from the transfer of surplus maintained school land from the general fund to the HRA), s106 developer contributions and CIL.
- 109. Children's services continue to face significant pressures, particularly within the high needs block revenue budget, that the capital strategy seeks to mitigate. In 2020/21 the Council invested significantly in creating additional SEND capacity within the locality. This focus continues in 2021/22, with the creation of new SEND school places at the Bournemouth Learning Centre and investment in SEND satellite provision at Somerford school. Whilst high level indicative budgets for these have been approved and included within the CIP, councillors should note that existing budget allocations could increase as previous cost estimates are reviewed (considering Covid-19) and procurement processes are completed.
- 110.DfE announced in the autumn 2020 spending review that a further £300 million has been allocated nationally for SEND provision in 2021/22. Based on prior year allocations, officers estimate BCP could expect to receive around £2.5 million of this additional funding but neither the grant nor its conditions and allocation methodology have yet been formally confirmed. Once confirmed the grant funding will be allocated to new capital projects within the CIP. To help mitigate funding pressures the council anticipates (and has budgeted for) use of a new £10 million SEND infrastructure loan. If this new borrowing is accessed, it will be repaid over 50 years and taken out from the middle of 2021/22. The financial implications of this £10 million investment amount to £287,000 per annum over the fifty-year period.
- 111.School improvement works currently approved include completion of a new school building at Hillbourne school. This is an ambitious project that requires extensive remodelling of the existing school site to provide a new school building and provision of over 100 new homes. The capital programme assumes £4.65 million of the school build costs will be funded from new borrowing repaid from transfer of surplus school land to the HRA for housing development. This can only take place once the land is formally declared as surplus to school requirements. The funding strategy assumes the transfer will be effected by 31 March 2022. A delay in meeting this deadline could potentially result in additional cost to the council as 'temporary borrowing' will likely be required until such time as land transfer takes place.
- 112.Based on prior year in-year allocations, the council assumes around £0.8 million additional school condition grant funding will be received in 2021/22. As with the SEND funding, this allocation will be included within the CIP once it is confirmed and allocated to new school building related projects.
- 113. Capital budget is also set aside within the CIP for the creation of new school places at St Aldhelm's Academy as well as completion of works at Carter School and Avonbourne Academy.

Growth & Infrastructure - highways and bridges maintenance

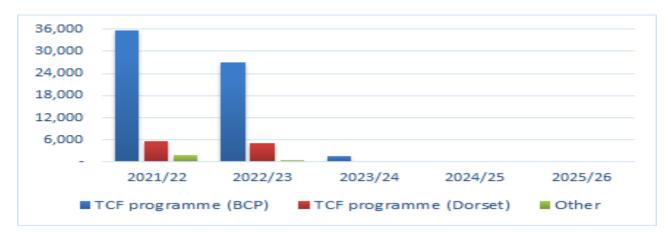
Figure 16: 5-year capital budget £49.6m



- 114. The Council's indicative annual integrated transport block DfT capital grant allocation of £3.1 million (part of total indicative local transport plan (LTP) annual allocation of £6.8 million) is earmarked for several planned highways improvements across the conurbation. Councillors are asked to note that around £2.3 million from future years LTP allocations may have to be set aside as local contribution for the council's £25m Boscombe towns fund regeneration bid outcome still pending. Utilisation of future years' LTP funding as local contribution for Boscombe regeneration depends on whether the towns fund bid is successful, and on the availability of alternative sources of funding (for example highways infrastructure loan or CIL).
- 115. The annual structural maintenance budget within the capital programme is also based on indicative DfT annual capital grant allocation of £3.7 million (the remainder of the total indicative annual LTP allocation of £6.8 million). This funding is earmarked to fund various maintenance work on highways and bridges across the conurbation. A separate paper detailing planned LTP spend 2021/22 by project will be brought forward for councillor approval in due course.
- 116. The capital programme assumes the Council will continue to receive £2.9 million pothole grant annually. This is based on 2020/21 grant allocation and will be updated once final allocations are announced. The CIP allocates £0.7 million pothole capital grant (including £0.2m from LTP) each year to environmental services for routine pothole repairs. The remaining annual pothole capital grant is earmarked to fund longer term highways maintenance capital works. Clearly these allocations may need to be revised should final grant allocations differ significantly from indicative estimates.

Growth & Infrastructure – Major highways programmes

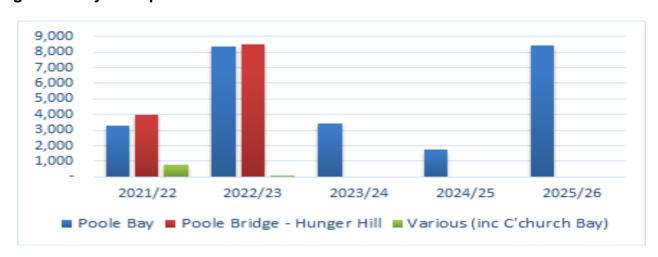
Figure 17: 5-year capital budget £77.3m



- 117. The Council is committed to promoting more environmentally sustainable means of travel across the conurbation. In late 2019/20 it was awarded £79 million government grant funding from the Transforming Cities Fund (TCF). Around £13 million of this grant funding will be allocated to Dorset Council for completion of the "A4 sustainable travel corridor" of works. In addition to TCF grant funding, the programme is supported by local authority LTP grant funding (provided by both BCP and Dorset Council), and third-party contributions. Governance arrangements are in place including internal programme boards and steering groups, with councillor representation. Regular progress reports are also submitted to the DfT, including works undertaken by Dorset Council as part of the TCF programme. A full breakdown of planned spend across each major corridor of works will be prepared for approval in line with financial regulations.
- 118.Other non-TCF major works planned for completion include £2.1 million investment to deliver 0.65km of cycleways along Ringwood Road / B3061 Sea View Road and A348 Ringwood Road funded from LTP and NPIF grants and scheduled to complete by 31 March 2023. The current programme also includes planned works to complete Townside Access to Port of Poole project and Wallisdown Connectivity spend.

Growth & Infrastructure – coastal protection

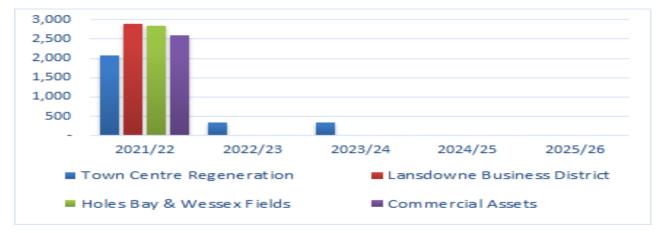
Figure 18: 5-year capital investment £38.7m



- 119.In partnership with the Environment Agency, the council continues to invest in protecting BCP's coastline including development of a flood and coastal erosion risk management plan for Christchurch Bay and harbour, and investment in the next phase of BCP's long term Poole Bay beach management plan. The latter will see a programme of significant investment in both timber groyne renewal and sand replenishment along the council's foreshore, stage 1 of which commenced in 2020/21.
- 120.In consultation with the Environment Agency the funding model for Poole Bay beach management plan has been revised. This has enabled £1.5 million of revenue funding for capital previously approved and allocated to the scheme to be released in support of the 2021/22 revenue budget. BCP is required to make a combined £3.3 million local contribution towards the programme. This contribution will now be funded predominantly from prudential borrowing.
- 121. The Council was informed in January 2021 that the Environment Agency has approved its business case for flood defence works between Poole Bridge and Hunger Hill. This will inject a further £12.5 million of Environment Agency grant funding for flood defence works in the area over 2021/22 and 2022/23. Council approval to accept this new grant is sought within the quarter three 2020/21 council budget monitoring report.

Economic regeneration

Figure 19: 5-year capital investment £11.1m



- 122.In 2020/21 alone the Council invested £22 million in economic regeneration programmes including the acquisition of development land for new housing in the Holes Bay area of Poole (funded from a combination of government and Dorset Local Enterprise Partnership (DLEP) funding, prudential borrowing and right-to-buy receipts), Lansdowne Business District regeneration (in partnership with the DLEP) and investment in Boscombe (using accelerated grant funding from the Ministry for Housing, Communities and Local Government (MHCLG)).
- 123.A further £5.7 million town centre regeneration investment is approved for 2021/22, funded predominantly from BCP capital resources, consisting of the following:
 - Town centre regeneration investment to finalise the revised heart of Poole masterplan
 - Relocation of the Dorset-wide Skills & Learning service to the Dolphin Centre
 - Poole High Street Heritage Action Zone investment and
 - Christchurch town centre focussed regeneration activities
 - Lansdowne business district final phase of works.

- 124.In November 2020 the council submitted a bid to MHCLG for £25 million of towns fund grant to help deliver an ambitious and far-reaching programme of regeneration in Boscombe town centre, consisting of discrete but complementary capital schemes. If successful (and supporting business cases for each scheme are approved by MHCLG), the council can expect to start delivery of this programme in 2021/22. MHCLG grant funding will only be reflected in the CIP when individual schemes are approved. That said, at this time the council has recognised and earmarked £2.3 million of future years' LTP grant funding as local contribution for the 'local transport interventions' project within the Boscombe towns fund programme. Whilst this contribution has been earmarked, it will only be required if the local transport interventions business case is approved by MHCLG. The council also retains the option of swapping future LTP contribution for alternative funding sources, for example CIL or highways infrastructure loan.
- 125. The DLEP will only fund Lansdowne business district works incurred in advance of 31 March 2021. Spend committed to but not undertaken by 31 March 2021 cannot be reclaimed from DLEP and will have to be met from the Council's own internal resources. A further £2.9 million of BCP funded investment is planned for the final phase of the programme (works in 2021/22). This is the council's local contribution requirement as specified within the DLEP grant agreement. A funding strategy for the £2.9 million has been proposed to the Lansdowne steering group (January 2021). This assumes the use of £2.6 million of \$106 contributions and CIL cash received, leaving a current funding shortfall of £0.3 million to be managed as the works progress. Councillors are asked to note that the £2.9 million funding is earmarked for the final phase of the programme and should not be regarded as funding for any spend not reclaimed from the DLEP. There are therefore clear financial risks to the council associated with both phases of the work.
- 126. Holes Bay development design phase, for the construction of new housing (including affordable housing) in the Holes Bay area of Poole is included within the CIP. The CIP will be amended for the construction of new housing on site as the scheme is developed and approved.
- 127.In addition to the above, the Council has approved the disposal of part of the 30 acres of land acquired at Wessex Fields (separate report on this agenda). In order to facilitate the land disposal, the council is required to undertake highways and junction / access improvements works, estimated to be around £2.1m. The costs of these works are proposed to be delivered by BCP and funded from prudential borrowing and are included within the CIP.
- 128.Investment in commercial assets the council continues to work closely with BH Live to develop a long-term strategy for the Bournemouth International Centre (BIC). Funding has also been set aside for the remodelling and reconfiguration of retail units rented out within the Mallard Road retail park.

Destination & Culture

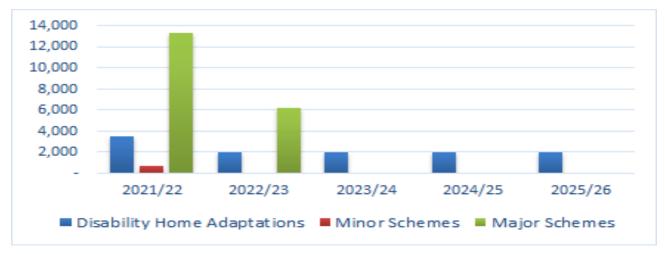
Figure 20: 5-year capital investment £16.7m



- 129. The Council's ambitious seafront development strategy is anticipated to progress at scale and with pace over the next two years. Canford Cliffs development includes completion of cliff stabilisation work, remodelling of Canford Cliffs pavilion and the construction of new beach hut provision in the area. This development is funded from a combination of BCP capital reserves, coastal communities fund grant funding and prudential borrowing. The programme was partially refinanced in 2020/21, resulting in the return of £3.8 million BCP capital resource to support the revenue budget position (capital reserve funding replaced with prudential borrowing). A refreshed business case will be prepared for the new beach huts development (final phase of programme planned for completion 2022/23) for Council approval in advance of committing to works.
- 130. The remainder of the BCP seafront development strategy including Durley Chine enterprise innovation hub, Mudeford Beach House Cafe and the Bistro on the Beach development are expected to complete by March 2023. The original design specification for the Bistro on the Beach has evolved since original capital budget approval. A separate report requesting an increase in the capital budget allocation will be brought forward for Council approval in due course. The council continues to explore long term development options for Sandbanks pavilion the results of which are expected by summer 2021.
- 131. The primary driver behind the council's seafront development strategy is the continued development and regeneration of the seafront. Whilst approved developments generate income for the Council (e.g. beach huts, cafes), net income after operational expenditure and debt financing costs are considered insufficient for them to be regarded as commercial investments in their own right. This means the Council is permitted to utilise prudential borrowing to finance these projects if required.
- 132.Investment in Upton country park discovery project, utilising up to £1.4 million national lottery heritage grant funding to deliver a new range of capital works, activities, educational projects and new visitor welcome centre is expected to complete in 2022/23.
- 133.Investment in BCP's heritage assets including Highcliffe Castle and Poole museum in partnership with the heritage lottery fund is also included within the CIP.

Housing & Community

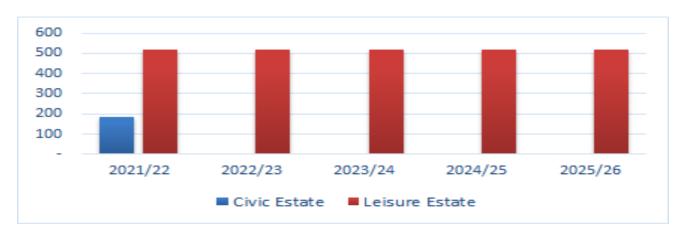
Figure 21: 5-year capital investment £31.6m



- 134.Based on estimated DFG allocations (expected to be confirmed February 2021), the council anticipates investing in a rolling programme of disabled facilities private home adaptations equivalent to £2 million each year. This investment will support and further promote independent living at home. The level of annual DFG allocated to fund private home adaptations will be reviewed periodically in liaison with adults' social services.
- 135. Minor schemes include continued investment in community led affordable homes projects.
- 136.Major schemes include continued investment in new temporary housing accommodation across the conurbation to support homelessness prevention. This does not include future development currently in design phase, for example Holes Bay development.
- 137. The Council is also planning significant new housing development at the Princess road and Prince of Wales road site to include a new 20-bed family hostel and 34 new private rented sector homes, which are separate to the HRA elements of the scheme.
- 138.Major housing schemes are heavily reliant on the use of prudential borrowing to deliver the projects. The council continues to review the potential use of right to buy receipts as part-funding for any affordable housing components within these schemes. This has the potential to reduce the level of new prudential borrowing required to be taken out.
- 139. Homes England approved a formal grant offer and an agreement was issued for the award of £3.838 million signed by the Council in August 2019 in relation to the proposed Turlin Moor development. To date no claims have been made by the Council or paid by Homes England. Cabinet is asked to note that due to unforeseen circumstances which have affected the compliance with the terms of the agreement, neither the Council nor Homes England will be taking forward the provision of the LAAC Grant award. The pandemic has meant that the necessary face-to-face consultation with the community has not been possible within the required timeline. Further details can be found in Appendix 4a.
- 140. Councillors are reminded that CIP housing investment complements and is in addition to capital investment planned within the Council's HRA.

Estates management

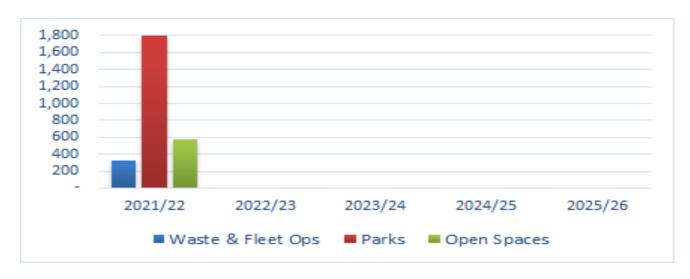
Figure 22: 5-year capital investment £2.8m



141. Work is ongoing to further rationalise the civic estate inherited by BCP from legacy Councils. Annual maintenance of the civic estate is now funded predominantly from revenue budgets, except for leisure facilities, for which an annual capital investment of £0.5 million is earmarked within the capital programme.

Environmental services (parks, open spaces and waste operations)

Figure 23: 5-year capital budget £2.8m



142.A long-term sustainable fleet strategy is intended to be submitted for council scrutiny and approval in April 2021. The strategy will seek to maximise the use of lower emission vehicles across frontline services' fleet operations and cover a period of years. It will include infrastructure investment required to facilitate the move to more low emission vehicles as well as provision for the replacement of fleet vehicles as they reach life expiry. The strategy will be funded from prudential borrowing, with annual budgets set aside within the MTFP to meet annual borrowing repayments. No specific provision has been made within the MTFP at this time for the repayment of additional borrowing costs arising from the strategy.

- 143. The council intends to develop plans for improved waste management facilities over the mediumterm. Around £6.9 million waste infrastructure grant received is set aside as funding towards this - but will only be reflected within the capital programme once the capital project is designed and approved. Investment in parks and open spaces includes the completion of a significant programme of investment in Poole Park, investment at Kings Park athletics centre, construction of a new pavilion at Fernheath playing fields and continued investment in open spaces.
- 144.Outside of the capital programme, the Council has also approved the award of £2.8 million grant (funded from CIL and planning contributions) to Dorset Wildlife Trust, to purchase agricultural land and manage in perpetuity as low nitrate input. Known as the Dorset Nature Park, this proposal will allow the Council to continue to grant planning permission for new homes, as well as providing multiple benefits to residents across Dorset and BCP Council areas. This proposal has the written support of Natural England and is funded from developer contributions.

Resources

Figure 24: 5-year capital investment £7.1m



- 145. The Council's ICT investment plan is updated annually and represents ongoing investment to maintain, improve or replace existing IT infrastructure to maintain business as usual service delivery across the Council. This investment complements ICT related investment approved within the council's transformation programme and (as a result of capital programme refinancing undertaken in the summer) is now wholly funded from prudential borrowing. The CIP includes £0.375 million in 2021/22 in respect of this. New ICT investments are expected on an annual basis.
- 146.A further £3.7 million one-off ICT capital investment in laptops and IT hardware, to facilitate agile working, is included within the CIP for the transformation programme. This is funded from prudential borrowing. This capital investment is in addition to the £36.3 million set aside within the MTFP for the one-off revenue implications of the transformation programme.
- 147. The council expects to complete remodelling of the Bournemouth civic centre in 2021/22. The premises are expected to be available for use under the council's new normal arrangements by 31 October 2021. The MTFP currently assumes savings in Poole civic and Christchurch civic building related operational spend from 31 October 2021, the period when transition to the new civic space was assumed to end. In addition, the MTFP assumes these assets are repurposed on 31 March 2022 (Poole civic centre) and 31 October 2022 (Christchurch civic centre). No budget provision has been made for costs (including non-operational costs such as business rates and insurance) at these sites beyond these dates.

Capital investment programme funding

- 148. Figure 25 summarises capital resources currently earmarked to finance the 5-year capital programme. These include government grants, capital reserves, CIL and other developer contributions, capital receipts and prudential borrowing. This is the current position and will potentially change as ongoing work to maximise the utilisation of s106 and CIL contributions and right to buy receipts is completed. Broadly speaking, over the five years of the programme 77% of the CIP is funded from external sources (government grants and third-party contributions including CIL and s106 developer contributions) and 23% from council sources (capital reserves, capital receipts, prudential borrowing).
- 149. The CIP funding does not include significant grant bids from the MHCLG, decisions on which are currently pending. It also excludes new loan facilities approved but not yet drawn down and allocated to specific capital projects (£50 million future fund loan and £10 million SEND infrastructure loan).
- 150. The funding profile demonstrates the repurposing of capital reserves (capital receipts and earmarked capital reserves) away from supporting the capital strategy and towards delivering the council's transformation agenda. Significant refinancing of the capital programme that has been undertaken this year to release capital resources to support the revenue budget 2021/22. In total £25.1 million of capital reserve funding has been set aside to support 2021/22 budget (including funding risks associated with the transformation programme) consisting of:
 - £7.2 million in earmarked capital reserves built up from previous years but no longer required to support delivery of the capital strategy.
 - £11.0 million from financial liability earmarked reserve and redundancy reserve.
 - £6.0 million from replacing capital fund financing for capital projects with prudential borrowing or CIL.
 - £0.9 million release of unallocated capital fund
- 151.Further work will be completed to understand the capacity to replace remaining capital fund and reserve allocations currently planned for 2021/22 with alternative funding sources (for example prudential borrowing or CIL). The results of this work will be reported in the year-end financial outturn report.
- 152. Capital funding required for capital programme delivery has either been received or secured (except for indicative annual government grant funding where assumed). The annual revenue cost or prudential borrowing repayments has been factored into the MTFP.

Figure 25: Financing BCP General Fund Capital Investment Programme

	2021/22	2022/23	2023/24	2024/25	2025/26	5 year total
	£000	£000	£000	£000	£000	£000
Capital expenditure	124,834	76,044	17,610	15,491	22,120	256,100
Government Grant	76,994	60,646	16,793	14,810	20,702	189,946
Third Party Receipts	1,176	0	0	0	0	1,176
s106	4,172	487	193	0	0	4,852
CIL	721	0	0	0	0	721
External funding	83,063	61,133	16,986	14,810	20,702	196,695
Revenue funding in-year	615	518	518	518	518	2,687
Capital fund	1,444	5	0	0	0	1,449
Capital receipts Earmarked capital reserves Earmarked revenue reserves	495	0	0	0	0	495
	840	0	0	0	0	840
	686	0	0	0	0	686
PRU Borrowing - funded by HRA land transfers	6,700	330	70	0	900	7,100
PRU Borrowing - funded by general fund	30,992	14,059	36	163		46,150
BCP funding Capital funding	41,772	14,912	624	681	1,418	59,406
	124,834	76,044	17,610	15,491	22,120	256,100

- 153. Capital Contingency In recognition of the inherent risks facing frontline services, in previous years the council has sought to maintain a capital fund / reserve from which to finance unplanned increases to approved spend, new urgent capital works where no other funding source is identified, and to enable local contributions to be funded to lever in new external grant funding.
- 154.As a result of extensive capital programme refinancing undertaken this year the Council no longer has any unallocated capital contingency fund available through which to manage emerging pressures and to support external grant bids. This risk is mitigated by the availability of alternative sources of funding, specifically borrowing.

Reserves

- 155.In setting the budget the Director of Finance, as the Council's s151 officer is required under section 25 of the Local Government Act 2003 to report on **the robustness of the budget** and the **adequacy of reserves** supporting the budget. The requirement on the s151 officer is to ensure that the **budget recommended to council is balanced** (i.e. expenditure matches income), is robust and therefore deliverable and has an adequate level of reserves. The s151 officer is required to ensure that the council's approved budget addresses these three issues. The level of reserves needed will vary year on year according to circumstances and the adequate level of reserves should be informed by a robust risk assessment process. This detail is provided in Appendix 3 to this report.
- 156. Councils generally hold two main forms of reserves;

- a) **Unearmarked Reserves:** are set aside to help manage the risk to the council's financial standing in the event of extraordinary or otherwise unforeseen events and to mitigate the underlying operational risk associated with the operation of the council and the management of service expenditure, income and the council's funding.
- b) Earmarked Reserves: are set aside for specific purposes including those held in support of various partnerships, reserves designed to help deliver the challenges in the Medium Term Financial Plan, key major projects of the council, reserves held on behalf of third parties and several reserves the council is required to hold in line with statute or its own governance requirements.
- 157.In considering the adequacy of reserves it should be recognised how quickly the demand that the council is required to manage can change. Relatively minor changes or shifts in key planning assumptions could have a significant impact on the council's financial position as highlighted in figure 26 below;

Figure 26: Council sensitivity to potential changes in assumptions

	Impact on level of net expenditure or council tax requirement £000's
Looked after child (high cost - residential) – per child	405
Looked after child (medium cost – independent fostering) –per child	77
Intensive homecare package for a disabled person	131
Vulnerable adults (learning disability – residential < 65)	185
Older person's supported residential care	41 average 104 higher end
Increase in the £8m cost of the concessionary fare scheme to the Council	£80k per 1% increase in journey numbers

- 158.In being mindful of these key sensitivities it should be established that the cost of a looked after child or vulnerable adult can exceed £1 million per annum on an individual case basis which the council is responsible for paying in the first instance. It is only subsequently able to reduce the amount to those shown in figure 27 above once it has negotiated a contribution from the Clinical Commissioning Group on behalf of the National Health Service but the risk of achieving this outcome is held by the council. It is also worth bearing in mind that every £100,000 is equivalent to the council tax generated on 66 homes (band d equivalents).
- 159. Another key consideration in assessing the adequacy of the council's reserves is the need to continual be alert to the position in respect of the deficit on its Dedicated Schools Grant (DSG) with specific reference to the high needs budget as noted above. In setting the original budget for

2020/21 in February 2020 the advice was that the deficit, predicted at that time to be £5.5 million on 31 March 2020 and £10.5 million on 31 March 2021, was held by the council and recognising its responsibilities to act reasonable and prudently it took steps in mitigation, namely the establishment of a Financial Liability Reserve to act as a counterweight against the forecast deficit. Growing deficits are seen as a direct consequence of the 2014 Children and Families Act, which increased the range of ages of children and young people with SEND that councils had to support as well as raising significantly the expectations of parents across all age ranges without providing the necessary financial support.

160. The resources in this financial liability reserve were however subsequently released as part of the Organisational Design Implementation & Budget report to Cabinet in June 2020 as endorsed by Council in July. This was on the basis that the CIPFA bulletin for the closure of the 2019/20 financial statements stipulated that the reserve did not need to be in place from the 1 April 2020 onwards. This position was reinforced by a Department for Education statutory instrument which became law at the end of November 2020 which states:

Where a local authority has a deficit in respect of its school's budget for a financial year beginning on 1st April 2020, 1st April 2021 or 1st April 2022, the authority—

- (a) must not charge to a revenue account an amount in respect of that deficit; and
- (b) must charge the amount of the deficit to an account established, charged and used solely for the purpose of recognising deficits in respect of its school's budget.
- 161. This means that the council cannot contribute to the deficit, cannot hold a reserve to act as a counterweight and will be required to move the deficit to an unusable reserve where it will sit as though it did not exist. It does though mean that the council will be required to cash flow the deficit and continue to prioritise the work needed to reduce the deficit as the statutory instrument was silent on what the position will be from 1 April 2023.
- 162. The current forecast deficit on the DSG is predicted to be £20.3 million as set out above in the DSG section (figure 12 paragraphs 74 to 78).
- 163. The Chief Financial Officer, in providing advice to council on the level of reserves required to support the budgeted position, has also been particularly mindful of the statement by the Chancellor, Rishi Sunak MP, in introducing his 25 November 2020 Spending Review that the public health emergency was not yet over and the economic emergency was only just starting. Consideration has though been given to ensuring that monies are not held up unnecessarily in reserves which could be better used to support the community and local economy at this difficult time.
- 164.It may also be worth emphasising that reserves should not be seen in a short-term context. They should be placed in the context of the likely future of necessary public sector spending restraint and the likely funding pressures, service pressures, cost pressures and service delivery problems that the council may face. It is, however, legitimate for the council to call on reserves to mitigate short term pressures and smooth out the impact of the pandemic on the council's sales, fees and charges income as it recovers from the public health emergency.
- 165. Figure 27 below provides a summary of the council's reserve position since April 2019 through to 31 March 2022. In relation to the earmarked reserves position;

- The £11.1m tranche one unringfenced grant provided by the government to support the council address the consequences of the pandemic has been excluded from the 1 April 2020 position as it was paid to the council just before the year end date.
- The balance as at 31 March 2021 includes £25.1 million from the workstream to fundamentally refinance the capital programme which will be applied in support of the 2021/22 revenue budget. The balance as at the 31 March 2021 excludes £40.5 million of government grants to support the 2020/21 business rates and council tax deficits carried forward into 2021/22 alongside associated accounting adjustments.
- The balance as at 31 March 2022 reflects the normal annual level of government grants paid in advance of the associated expenditure, reserves held on behalf of third parties, and the earmarked reserves set aside to support the 2022/23 budget.

Figure 27: Movement in Reserves

	Balance 1 Apr 2019 £m	Balance 1 Apr 2020 £m	Balance 31 Mar 2021 £m	Balance 31 Mar 2022 £m
Un-earmarked Reserves	17.4	15.4	15.4	15.4
Earmarked Reserves	52.7	53.8	66.7	26.2
Total revenue reserves	70.1	69.2	82.1	41.6

Dedicated Schools Grant (deficit)	(3.6)	(4.6)	(10.6)	(20.3)

- 166.It should be noted that the growth in the DSG deficit of £1 million in the first year of BCP was supressed by a £2.4 million council contribution that is no longer permitted and £2.4 million of mainstream school funding which in 2021/22 is limited to only £1.1 million.
- 167.To support the determination of the adequacy of these reserves, the Chartered Institute of Public Finance and Accountancy (CIPFA) have carried out some benchmarking on the level of reserves held by unitary authorities and identified that they tend to maintain unearmarked reserves between 5% and 10% of net revenue expenditure. For BCP this would mean maintaining such reserves at between £14 million and £28 million.
- 168. Having considered all matters and the known business requirements of BCP Council in 2021/22, the Chief Financial Officer is of the view that it is appropriate to set the level of unearmarked reserves at £15.4 million for the 2021/22 budget which is approximately 5.5% of the proposed net revenue expenditure for the year. This is consistent with the level of unearmarked reserves used in supporting the 2020/21 budget of the council.
- 169. The position will be kept under review throughout the remainder of 2020/21 to ensure the in-year position responds and reflects any new or changing risks as they emerge during the residual element of the current financial year.
- 170.Holding of unearmarked reserves at the lower end of the CIPFA recommend range is supported by the inclusion within the budget of a revenue base budget contingency. This contingency has been increased from £1.2 million, which represented 0.5% of the 2020/21 net revenue expenditure, to £3.6 million (1.3% of the 2021/22 net revenue expenditure) in reflection of additional operational risks associated with delivering services to our community as it recovers

from a global public health emergency and the additional risks associated with robustness of estimates at this time. A separate £1.7m contingency is being held in respect of the ambiguity associated with the 2021/22 pay award.

- 171.Regarding earmarked reserves, it is estimated that their level will be increased from £53 million as at the 31 March 2019 to £67 million as 31 March 2021. The budget proposal indicates that they will be reduced with the estimate for the 31 March 2022 currently £26 million. It should however be highlighted that the government have allocated a significant number of specific grants in the current 2020/21 financial year to support either payments to businesses or specific projects and initiatives. Some of these resources will be spent in the 2021/22 financial year therefore any unused amounts as at the 31 March 2021 may need to be transferred between years via the councils earmarked reserves position.
- 172. The budget as proposed is also premised on the assumption that any changes between the provisional 2021/22 Local Government Finance settlement, issued in December 2020, and the final settlement due in early February 2021, will be addressed as a movement either to or from the base revenue contingency.
- 173. In proposing the reserves strategy as set out in Appendix 3, the Chief Financial Officer has been mindful of the need to:
 - a) Balance both the requirement to safeguard the organisation against the risk of future financial exposure in the midst of a public health emergency, which is not yet over, whilst also ensuring resources are not held unnecessarily in reserves and;
 - b) Identify opportunities for the council to re-direct available resources to support the delivery of key corporate priorities in 2021/22 and to assist the recovery of the local community and its economy.

Treasury management strategy

- 174. The council's treasury management strategy (TMS) is subject to regular review and was last reported to the Audit & Governance Committee for monitoring and update purposes in January 2021. The council is required to set its prudential indicators in the context of the overall strategy on an annual basis. The treasury strategy, practices and prudential indicators for 2021/22 are set out in Appendix 4 for approval by council.
- 175.A significant element of the TMS is the council's approach to balancing the risks associated with its need to borrow, namely;
 - a) Credit Risk: Which is the risk associated with an institution failing and the council's investment being reduced due to bank bail-in arrangements. An approach to managing this risk is to use internal balances before undertaking external borrowing which will also provide a better return for the council as the cost of borrowing exceeds any value the council could earn on these internal balances.
 - b) Interest Rate Risk: This is the exposure to interest rate movements on its borrowing and investments. The council is susceptible to upward movements in long term rates given the amount of borrowing still required over the next 5 to 10 years. At this stage the council anticipates long term interest rates remaining low for the foreseeable future but has structured several trigger points which would require reconsideration of such borrowing.
 - c) Re-financing Risk: Focuses on managing the exposure to replacing current financial instruments (borrowings) as and when they mature.

- d) Liquidity Risk: This aims to ensure the council has enough cash available as and when needed.
- 176. The strategy is significantly influenced by the requirements of the devolved system of council housing (HRA) finance. This includes the operation of a two-pool approach to debt management with the debt of the HRA (council house tenant account) and that of the General Fund (council taxpayers account) separated. All external debt will be taken out by reference to the relevant pool although it should be noted that there will still be flexibility to transfer debt between the two if required.
- 177. The strategy is also required to set out the council's approach to the repayment of debt referred to as the minimum revenue provision (MRP). In this regard the council's approached is;
 - a 2% straight line method for all supported borrowing capital expenditure incurred prior to 2016/17.
 - the asset life method for all unsupported borrowing capital expenditure incurred prior to 2016/17. An average 25-year life will be used.
 - a realignment of MRP charged to the accounts to recognise excess sums made between 2004 and 2016. Total MRP after applying the realignment will not be less than zero in any financial year.
 - An asset life basis applied to capital expenditure schemes 2016/17 onwards.
- 178.A key change in the strategy for 2021/22 onwards has been the work to refinance capital schemes with the sole intention of releasing resources which can be used to support the general fund revenue budget. The approach being to borrow to finance these schemes over the life of the asset with examples being the ICT investment plan, the capital element of the transformation programme and the Poole Bay beach master plan. This approach is clearly different from the conventional approach previously adopted by the council however it will enable the council to match the cost of investment in capital infrastructure with its benefits.
- 179.In adopting this change in approach, the council needs to be satisfied that higher levels of debt are appropriate to the size of the authority, are affordable, and are financially sustainable over the period over which the borrowing will need to be repaid. While clearly this is very much a judgement call, the treasury management strategy included benchmark and comparison information replicated as Appendix 5a to this report. This indicated that as at quarter one 2020/21 BCP Council was towards the lower end of the spectrum of all unitary authorities in respect of longer-term debt as a percentage of the net revenue budget and per head of population. The benchmarking also demonstrated that BCP Council was previously using less borrowing to finance its capital programme than other unitary authorities. Appendix 5b also includes a schedule of additional borrowing the council is now committed to as part of the proposed capital programme.
- 180.As part of the process of considering funding options for future infrastructure projects the council will explore the use of community municipal bonds for projects specifically associated with the council's climate change and ecological emergency. The consideration process will only advise use of the bond from a value for money perspective if it can demonstrated that the bond rates can be secured at levels lower than those that can be obtained from the public works loan board, although such consideration will also reflect on the value associated with direct public investment and engagement into the project.

- 181.In addition, the treasury management strategy reflects that as part of the November 2020 spending review the government announced the outcome of consultation on reforms to Public Works Loan Board (PWLB) lending designed to end the use of PWLB for investment property bought by councils primarily for yield. Government consider this presents a risk for both national and local taxpayers. Their guidance stipulates that if a local authority wishes to borrow from the PWLB they must submit a high-level description of the capital spending and financing plans for the next three years to include;
 - Details of how much they plan to spend in defined categories.
 - A description of the projects.
 - Assurance from the s151 officer that the authority is not borrowing in advance of need and does not intend to buy assets primarily for yield.
- 182. The outcome of the consultation goes on to state that PWLB borrowing can continue to be used to finance capital expenditure associated with service spending, housing, regeneration, preventative action and treasury management. If the government conclude a transaction was not an appropriate use of PWLB then the transaction will need to be unwound, and the government reserve the right to request that all loans are repaid in full along with applicable exit charges.
- 183.Because of the reforms the rates of PWLB borrowing were generally reduced by 1% from the 26 November 2020.

Housing Revenue Account (HRA)

184.A report on the HRA and rent setting is included as a separate item on the agenda for this meeting and should be considered alongside this report to councillors in setting the budget for 2021/22.

Chief Officers' Pay Policy Statement

- 185. Further to the provisions of the Localism Act 2011, the council is required to publish its local Chief Officers' Pay Policy on an annual basis for consideration by council before 31 March each year.
- 186. The council's pay policy has been duly prepared by the human resources and organisational development service and is attached as Appendix 7 to this report to ensure the council is able to consider it this year in accordance with the statutory timetable as prescribed by government.

Scheme of councillor allowances

- 187. The council is required to adopt an annual scheme of councillor allowances as specified under the Local Authorities (Members' Allowances) (England) Regulations 2003.
- 188. Council on the 24 November 2020 agreed a scheme of members' allowances for 2020/21 based on the following principles;
 - No increase in the basic allowance for 2021/22 (frozen at £12,844)
 - Linking any future increases to the local government national pay award but not starting before 2022/23.
 - The Leader foregoing the additional leader special responsibility allowance (SRA) in full for the length of this term.

- The SRA of the ten Cabinet members reduced to £18,550
- The introduction of an additional SRA for Lead Members of £10,275
- An increase in the SRA for the Chairman of Licensing Committee to £10,275 be on par with the Chairman of Planning Committee.
- 189.As part of the proposed budget, provision has been made for a total cost of £1.4 million in 2021/22.

Consultation

- 190.Under Section 65 of the Local Government Finance Act 1992, councils have a statutory duty to consult with representatives of business rate payers on its proposed expenditure for the following year. Business leaders across Bournemouth, Christchurch and Poole were invited to attend a presentation held on 3 February 2021 on the budget for 2021/22 and Medium-Term Financial Plan from the BCP Council Leader, Chief Executive and the Chief Financial Officer.
- 191. The necessary additional resources, savings and efficiencies required to balance the budget over the next three years will each need to be reviewed to determine the extent to which they may require consultation. Consideration will also need to be given to the relevant period, stakeholder groups and method of consultation.

Alternative options

192. Section 50 of this report includes consideration of alternative Council Tax harmonisation strategies considered and rejected. There will however be numerous potential permutations.

Summary of finance and resourcing implications

- 193.In considering how appropriate the 2021/22 budget as proposed is at supporting the financial sustainability of BCP Council the councillors are advised to reflect on the following key issues;
 - a) The current level of uncertainty in the estimates used to produce the budget due to the global public health emergency.
 - b) The affordability of the investments into services bearing in mind approximately £30 million of one-off funding has been used in support of the 2021/22 budget such as those generated from the refinancing of the capital programme and review of inherited provisions. The extent to which these investments will continue to be affordable will clearly depend on future council tax decisions and the success in becoming more efficient and of the council's transformation programme. This should include a recognition that the financial implications of the £10 million capital investment in SEND will be a budget pressure of approximately £287,000 per annum over fifty years and the £50 million future fund investment will be £1.435 million per annum by year five, again over a fifty year period based on the current MTFP assumptions.
 - c) The ultimate reduction in the councils overall financial flexibility by utilising the £30 million of one-off funding.
 - d) A judgement has been made around the level of transformation savings which are in the process of being fully established, that should be included based on various levels of reassurance including direct assurance from the Corporate Management Board.
 - e) The extent to which the council's level of reserves is adequate to cover the level of risk it is currently facing.

194.Such a judgement by councillors should also reflect on the Medium-Term Financial Plan of the Council which, based on numerous professional judgements, indicates a £17 million funding gap for 2022/23 dropping to £7.5 million for 2023/24. It should be highlighted that the £7.5 million is after the assumed delivery of £56.3 million in transformation and service-based savings, after the recognition of various cost and growth pressures over the next few years, and after the assumption of a 4.99% council tax increases in 2022/23 and 1.99% in 2023/24.

Summary of legal implications

- 195.It is the responsibility of councillors to ensure the council sets a balanced budget for the forthcoming year. In setting, such a budget councillors and officers of the council have a legal requirement to ensure it is balanced in a manner which reflects the needs of both *current* and *future* taxpayers in discharging these responsibilities. In essence, this is a direct reference to ensure that Council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions.
- 196.As part of this final budget paper the Chief Financial Officer is required to make a report to the authority which deals with the robustness of the estimates and the adequacy (or otherwise) of the council's reserves.

Summary of human resources implications

197. There are no direct human resource implications from this report acknowledging that the consequences of the transformation programme on the councils staffing establishment have been considered as part of the June Organisational Design report to Cabinet and then Council. The 2021/22 budget and MTFP will have a direct impact on the level of services delivered by the council, the mechanisms by which those services are delivered and the associated staffing establishment.

Summary of environmental impact

- 198. Consideration has been given as part of this budget for 2021/22 of ways in which BCP Council could contribute to environmental improvements / targets and by example encourage this approach in those with whom it deals.
- 199. As outlined earlier in this report this budget proposes a £240,000 annual commitment in support of climate change and the climate and ecological emergency.

Summary of public health implications

- 200. The budget as proposed aims to assist the council and its community address the consequences of the global Covid-19 public health emergency which is not yet over.
- 201. The council is seeking to maintain appropriate services for vulnerable residents as well as improve the sustainability of services important for the wellbeing of all residents.
- 202. Significant allowance has been made for personal protective equipment to protect staff and residents in compliance with guidance issued by Public Health England.

Summary of equalities and diversity impact

- 203. An EINA has been undertaken in respect of the budget as proposed to identify the overall equality impacts in respect of the nine protected characteristics:
 - a) age;
 - b) disability;
 - c) gender reassignment;
 - d) marriage / civil partnership;
 - e) pregnancy/maternity;
 - f) race;
 - g) religion & belief;
 - h) sex;
 - i) sexual orientation.
- 204. The full EINA is included as Appendix 6 to this report.

Summary of risk assessment

- 205.A key element of the reorganisation of local government in Dorset was the opportunity to best protect public services as central government reduced the core funding it provides to local authorities and both the demand for, and cost of, local services continued to rise.
- 206. This report and the outlined actions will form part of the mitigation strategy associated with the risks to the delivery of the council's objectives due to the level of available resources.
- 207. Uncertainty caused by the pandemic will be a key risk in determining the adequacy of the budget as proposed. Reliance has been placed on the government's optimism in overcoming the spread of the virus as new vaccines are rolled out and their assumption that Covid-19 costs will start to decline from Easter 2021 onwards.
- 208. This will be compounded by the uncertainty associated with
 - a) the country's transition from the European Union.
 - b) the government's financial planning framework be that due to lack of a three-year national spending review or the delay in the new model of funding local government. Both will continue to be significant risks, as will possible variations to base assumptions due to demand or cost factors.

Background papers

- The 2020/21 Budget and Medium-Term Financial Plan (MTFP) report of Bournemouth,
 Christchurch and Poole Council was approved on the 18 February 2020 and can be found at;
 - https://democracy.bcpcouncil.gov.uk/documents/g3726/Public%20reports%20pack%2012th-Feb-2020%2009.30%20Cabinet.pdf?T=10

- d) BCP Cabinet 27 May 2020 BCP Council Finance Update
 https://democracy.bcpcouncil.gov.uk/documents/s17294/BCP%20Council%20Finance%20Update.pdf
- e) BCP Cabinet 24 June 2020 2020/21 Budget Monitoring Report June 2020 https://democracy.bcpcouncil.gov.uk/documents/s17802/Budget%20Rebase%20202021.pdf
- f) BCP Cabinet 11 November 2020 2020/21 Budget Monitoring & Medium Term Financial Plan (MTFP) Update

https://democracy.bcpcouncil.gov.uk/documents/s20366/202021%20Budget%20Monitoring%20MTFP%20Update.pdf

- g) BCP Cabinet 16 December 2020
 - https://democracy.bcpcouncil.gov.uk/documents/s21208/Quarter%202%20Budget%20Monitoring%20Report%202020-21.pdf
- h) All these reports were subject to the overview and scrutiny arrangements established to support consideration of reports presented to cabinet by the Overview and Scrutiny Board. In addition, all councillors were invited to the Budget Café which was run on the 18 December 2020.

Appendices

Appendix 1a	Council Tax harmonisation strategy
Appendix 1b	Schedule of Council Tax by area
Appendix 2a	Budget summaries
Appendix 2b	Schedule of savings and efficiencies
Appendix 3	Reserves Strategy
Appendix 4	Capital Investment Programme detail
Appendix 4a	Turlin Moor Scheme
Appendix 5	Treasury Management Strategy
Appendix 5a	Unitary Authority benchmarking data in respect of debt and borrowing.
Appendix 5b	Schedule of additional borrowing
Appendix 6	Equalities Impact Needs Assessment (EINA)
Appendix 7	Chief Officers' Pay Policy Statement

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	Actual Council Tax 2020/21	Average Council Tax 2020/21 £	Increase 21/22 %	Proposed Council Tax 2021/22 £
BCP Council	£1,407.57	£1,385.63	1.55%*	£1,409.15
Adult Social Care Precept	£134.00	£132.42	0.00%	£132.42
Christchurch	£1,541.57	£1,518.05	1.55%	£1,541.57
PCD Council	C1 206 17	C4 205 62	4 FE0/*	C1 400 15
BCP Council Adult Social Care Precept	£1,396.17 £133.83	£1,385.63 £132.42	1.55%* 0.00%	£1,409.15 £132.42
Bournemouth	£1,530.00	£1,518.05	1.55%	£1,541.57
BCP Council	£1,366.48	£1,385.63	1.55%*	£1,409.15
Adult Social Care Precept	£130.33	£132.42	0.00%	£132.42
Poole	£1,496.81	£1,518.05	1.55%	£1,541.57

^{*1.55%} increase on core council tax is calculated against the total average Band D for 2020/21 in accordance with referendum principles

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BCP Schedule of Council Tax Charges 2021/22

	Actual Council Tax 2020/21 £	Increase 21/22 %	Proposed Council Tax 2021/22 £
Christchurch	2		~
Christchurch Town Council BCP Unitary Charge Christchurch Town Council Total Christchurch Town	£1,541.57 £42.22 £1,583.79	0.00% 1.99%	£1,541.57 £43.06 £1,584.63
Burton & Winkton Parish BCP Unitary Charge Burton & Winkton Parish Precept Total Burton Parish	£1,541.57 £13.11 £1,554.68	0.00% 7.48%	£1,541.57 £14.09 £1,555.66
Hurn Parish BCP Unitary Charge Hurn Parish Precept Total Hurn Parish	£1,541.57 £29.30 £1,570.87	0.00% 0.00%	£1,541.57 £29.30 £1,570.87
Highcliffe and Walkford BCP Unitary Charge Highcliffe and Walkford Neighbourhood Council Total Highcliffe and Walkford	£1,541.57 £25.86 £1,567.43	0.00% 0.50%	£1,541.57 £25.99 £1,567.56
Christchurch Unparished BCP Unitary Charge Total Christchurch Unparished	£1,541.57 £1,541.57	0.00%	£1,541.57 £1,541.57
Bournemouth			
Bournemouth (exc Throop and Holdenhurst) BCP Unitary Charge Bournemouth Chartered Trustee*** Bournemouth Total	£1,530.00 £2.15 £1,532.15	0.76%	£1,541.57 TBC £1,541.57
Bournemouth (Throop and Holdenhurst) BCP Unitary Charge Throop and Holdenhurst (New)*** Bournemouth Total	£1,530.00 £1,530.00	0.76%	£1,541.57 TBC £1,541.57
Poole			
BCP Unitary Charge Poole Chartered Trustee*** Poole Total	£1,496.81 £2.14 £1,498.95	2.99%	£1,541.57 TBC £1,541.57

^{***}TBC - once the precept demand is formally given to the Council appendix 1b will be updated.

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GENERAL FUND BUDGET SUMMARY 2021/22

	Gross Expenditure 2021/22 £000	Gross Income 2021/22 £000	Net Budget 2021/22 £000
Adult Social Care	182,835	(65,799)	117,036
Public Health	19,766	(19,766)	0
Children's Services	177,570	(109,474)	68,095
Environment & Community	98,331	(47,063)	51,268
Regeneration & Economy	68,960	(49,112)	19,847
Resources	146,207	(112,903)	33,304
Transformation Revenue Implications	3,500	0	3,500
Corporate Priorities	7,186	(950)	6,236
Net cost of services	704,354	(405,068)	299,286
Pensions	6,101	(562)	5,539
Contingency Contingency for pay award	3,594 1,772	- 1	3,594 1,772
Levies	,	- 1	1
Environment Agency Fisheries	509 90		509 90
Corporate income and expenditure		- 1	
Interest on borrowings	3,181	(45)	3,181
Interest on cash investments Investment property income		(45) (6,213)	(45) (6,213)
Revenue expenditure on surplus assets	171	(0,213)	171
Dividend income		(100)	(100)
Income from HRA		(949)	(949)
Admin Charged to Grant Income Apprentice Levy	565	(351)	(351) 565
Net Operating Expenditure	720,337	(413,288)	307,049
· · · · · ·	120,331	(413,200)	307,049
Other financial items impacting on the general fund Provision for repayment (MRP)	11,506	(285)	11,221
Movement to reserves	688	(200)	688
Movement from reserves - S31 NNDR Grant - offsets NNDR Deficit below		(39,512)	(39,512)
Movement from reserves - Council Tax / NNDR Losses Grant		(1,021)	(1,021)
Transformation Programme Costs Transformation Saving Target 2021/22	23,590	(23,590) (7,500)	0 (7,500)
Refinancing of Capital Programme		(25,078)	(25,078)
Review of inherited resources		(4,738)	(4,738)
l	35,784	(101,724)	(65,940)
Net Budget Requirement	756,121	(515,012)	241,109
Other funding before Council Tax Requirement		- 1	
New Homes Bonus Grant		(2,563)	(2,563)
LCTS Grant 2021/22		(3,833)	(3,833)
Lower Tier Service Grant 2021/22		(445)	(445)
Sales, fees and charges compensation 2021/22 Top Slice Covid Pressures Grant 2021/22		(1,649) (1,030)	(1,649) (1,030)
Collection Fund Deficit Distribution (Council Tax)	2,027	(1,000)	2,027
Collection Fund Deficit Distribution (NNDR)	40,322	- 1	40,322
Net Income from Business Rates - inc S31 Grant		(56,375)	(56,375)
Revenue support grant		(3,022)	(3,022)
	42,349	(68,917)	(26,568)
Total Council Tax Requirement	798,470	(583,929)	214,541
129			APPENDIX 2A

Service Directorate Budget Summary 2021/22

		Gross Expenditure 2021/22 £000's	Gross Income 2021/22 £000's	Net Budget 2021/22 £000's
Adult Social Care - Services	1 1			
Statutory Services		2,744	(353)	2,391
Learning Disability & Mental Health		52,749	(7,106)	45,643
Long Term Conditions		85,904	(39,920)	45,984
Access & Carers		1,862	(164)	1,698
Specialist Services		2,930	(453)	2,477
In House Services Director Services		2,973	(1,011)	1,962
Director Services	ш	1,202 150,364	(95) (49,101)	1,107 101,263
Adult Social Care - Commissioning	ш			
Strategic Commissioning - Long Term Conditions		27,966	(8,235)	19,732
Strategic Commissioning - Disabilities		1,082	(52)	1,030
Planning & Quality Assurance		1,345	(157)	1,188
Strategic Development and Change Management Strategic Workforce Planning and Development		723 688	(13) 0	711 688
Strategic Director Commissioning		666	(8,241)	(7,575)
	ш	32,471	(16,698)	15,773
Total for Adult Social Care	1 4	182,835	(65,799)	117,036
Public Health	ш	19,766	(19,766)	0
				0
Total for Public Health	1 H	19,766	(19,766)	U
Children's Social Care		44,665	(5,143)	39,522
Inclusion & Family Services		17,534	(2,689)	14,845
Quality & Commissioning		11,243	(1,056)	10,187
CSM General		1,456		1,450
Dedicated Schools Grant		·	(6)	
		97,855	(97,855)	0
Partnerships Total for Children's Services		4,816 177,570	(2,726) (109,474)	2,090 68,095
Total for Gilliuren's Services	1 H	177,570	(103,474)	00,033
Communities		6,893	(1,643)	5,250
Environment		55,429	(20,637)	34,792
Housing Total for Environment & Community		36,009 98,331	(24,783) (47,063)	11,226 51,268
Total for Environment & Community	1 H	90,331	(47,003)	31,200
Destination & Culture Development		30,470 2,249	(24,372) 882	6,098 3,131
Growth & Infrastructure		36,241	(25,623)	10,619
Total for Regeneration & Economy		68,960	(49,112)	19,847
	1 1		(1-0)	
Executive Finance		1,547 12,267	(172) (4,138)	1,375 8,130
Insurance		3,850	(4,138)	3,473
Corporate Management Costs		1,695	(348)	1,347
Housing Benefits		104,017	(104,507)	(490)
ICT		10,187	(651)	9,536
Law & Governance		6,782	(2,470)	4,312
Organisational Development Total for Resources		5,861 146,207	(240) (112,903)	5,621 33,304
	1		,	
Transformation Total for Transformation		3,500 3,500	0 0	3,500 3,500
Cornerate Driggities	1		(050)	
Corporate Priorities Corporate Priorities		7,186 7,186	(950) (950)	6,236 6,236
		·	` `	
Net cost of services		704,354	(405,068)	299,286



GENERAL FUND BUDGET SUMMARY 2020/21 & 2021/22

	2020/21 £000's	Budget 2021/22 £000
Adult Social Care	111,479	117,036
Public Health	0	0
Children's Services	61,724	68,095
Environment & Community	50,343	51,268
Regeneration & Economy	6,881	19,847
Resources	32,913	33,304
Transformation Revenue Implications	0	3,500
Corporate Priorities	1,400	6,236
Net cost of services	264,741	299,286
Pensions	5,611	5,539
Contingency Contingency for pay award	1,151 0	3,594 1,772
Levies Environment Agency Fisheries	509 88	509 90
Corporate income and expenditure Interest on borrowings Interest on cash investments	1,799 (185)	3,181 (45)
Investment property income Revenue expenditure on surplus assets	(6,213) 171	(6,213) 171
Dividend income	(100)	(100)
Income from HRA	(949)	(949)
Admin Charged to Grant Income Apprentice Levy	(351) 565	(351) 565
Net Operating Expenditure	266,837	307,049
Other financial items impacting on the general fund		
Revenue contribution to capital - general	2,839	0
Provision for repayment (MRP)	10,570	11,221
Movement to reserves High Needs Reserve Contribution	734 1,230	688
Movement from reserves - S31 NNDR Grant - offsets NNDR Deficit below	0	(39,512)
Movement from reserves - Council Tax / NNDR Losses Grant	0	(1,021)
Transformation Programme Costs Transformation Saving Target 2021/22	0	(7,500)
Refinancing of Capital Programme	Ö	(25,078)
Review of inherited resources	0	(4,738)
	15,373	(65,940)
Net Budget Requirement	282,210	241,109
Other funding before Council Tax Requirement	/	(0
New Homes Bonus Grant LCTS Grant 2021/22	(2,648)	(2,563) (3,833)
Lower Tier Service Grant 2021/22	0	(3,833)
Sales, fees and charges compensation 2021/22	0	(1,649)
Top Slice Covid Pressures Grant 2021/22 Collection Fund (Surplus) / Deficit Distribution (Council Tax)	0 (1,380)	(1,030) 2,027
Collection Fund (Surplus) / Deficit Distribution (Council Tax) Collection Fund Deficit Distribution (NNDR)	(1,360)	40,322
Net Income from Business Rates - inc S31 Grant	(58,102)	(56,375)
Revenue support grant	(3,005)	(3,022)
	(65,135)	(26,568)
Total Council Tax Requirement	217,075	214,541

^{*}Working budget is the original budget set in February 2020 as well any budgets changes made in year.

Medium Term Financial Plan 2021/22 (based on absolute budget)

	A 15 4 - 1						
	Adjusted Net	MTFP	Net	MTFP	Net	MTFP	Net
	Budget		Budget		Budget		Budget
	0000/04	2024/22	0004/00	2022/22	0000/00	2022/24	0000/04
	2020/21	2021/22	2021/22	2022/23	2022/23	2023/24	2023/24
Adult Copiel Core (Including Dublic Hoolth)	£m 111.4	£m	£m 116.5	£m	£m 125.8	£m	£m 136.1
Adult Social Care (Including Public Health) Children's Services	61.7	5.1 6.9	68.6	9.3 2.4	71.0	10.3	
	50.4	0.9	51.2	1.3	52.6	0.6	73.2 53.2
Environment & Community Regeneration & Economy	6.9	13.0	19.9	(8.5)	11.3	(0.5)	10.8
j	32.9		33.2	` '		0.2	33.2
Resources Transformation Revenue Implications		0.3 3.5		(0.2) 0.5	33.0	0.2	
·	0.0		3.5 6.2		4.0	0.5	4.5
Corporate Priorities	1.4 264.7	4.8 34.4	299.2	(1.7)	4.6 302.3	42.2	4.6
Net cost of services	5.6		5.5		5.5	13.3 0.2	315.6
Pensions	1.2	(0.1)	3.6	(0.1)	1.7		5.7 1.8
Contingency	_	1.8		(1.9)		0.1 3.3	
Contingency - pay award	0.0		1.8	3.1	4.9	3.3	8.2
Levies (Environment Agency / Fisheries)	0.6	0.0	0.6	(0.0)	0.6	(0.0)	0.6
Interest on borrowing	1.8	1.4	3.2	(0.0)	3.2	(0.0)	3.2
Interest on cash investments	(0.2)	0.1	(0.0)	(4.0)	(0.0)		(0.0)
Investment property income	(6.2)	0.0	(6.2)	(1.2)	(7.4)		(7.4)
Revenue expenditure on surplus assets	0.2	0.0	0.2		0.2		0.2
Dividend income	(0.1)	0.0	(0.1)		(0.1)		(0.1)
Income from HRA	(0.9)	0.0	(0.9)		(0.9)		(0.9)
Admin Charged to Grant Income	(0.4)	0.0	(0.4)		(0.4)		(0.4)
Apprentice Levy	0.6	0.0	0.6		0.6	0.0	0.6
Revenue contribution to capital Provision for repayment borrowing (MRP)	2.8	(2.8)	0.0	0.7	0.0	0.0	0.0
Movement to and (from) reserves - inc unearmarked	10.6 0.7	0.7	11.3 0.7	0.7	12.0 0.7	0.4	12.4 0.7
High needs reserve contribution	_	(1.2)	0.7		_		
Use of Reserves - NNDR Section 31 Grant	0.0			20 F	0.0		0.0
Use of Reserves - NNDR 75% Loss Grant		(39.5)	(39.5)	39.5			
Use of Reserves - Ctax 75% Loss Grant	0.0	(0.6)	(0.6)		(0.6)		(0.6)
Use of Reserves - MTFP Mitigation	0.0	0.4)	0.4)	(2.1)	(0.4)	2.1	0.4)
Transformation Programme Costs	0.0	0.0	0.0	7.8	7.8	(5.3)	2.5
Transformation Saving Target 2021/22	0.0	(7.5)	(7.5)	(17.5)	(25.0)	(17.5)	(42.4)
Refinancing of Capital Programme	0.0	(25.1)	(25.1)	25.1	0.0	(17.5)	0.0
Review of inherited resources	0.0	(4.7)	(4.7)	4.7	0.0	0.0	0.0
Net Budget	282.2	(41.1)	241.1	61.3	302.4	(3.4)	299.0
Council Tax income	(217.1)	2.5	(214.5)	(14.1)	(228.6)	(7.0)	(235.6)
Net income from Business Rates	(58.1)	1.7	(56.4)	0.0	(56.4)	0.0	(56.4)
Revenue Support Grant	(3.0)	(0.0)	(3.0)	0.0	(3.0)	0.0	(3.0)
New Homes Bonus Grant	(2.6)	0.1	(2.6)	1.7	(0.8)	0.8	0.0
LCTS Grant 2021/22	0.0	(3.8)	(3.8)	3.8	0.0	0.0	0.0
Lower Tier Service Grant 2021/22	0.0	(0.4)	(0.4)	0.4	0.0		0.0
Sales, fees and charges compensation 2021/22	0.0	(1.6)	(1.6)	1.6	0.0		0.0
Top Slice Covid Pressures Grant 2021/22	0.0	(1.0)	(1.0)	1.0	0.0		0.0
Collection Fund (Surplus) / Deficit Distribution NNDR	0.0	40.3	40.3	(39.5)	0.0		0.9
Collection Fund (Surplus) / Deficit Distribution NNDN Collection Fund (Surplus) / Deficit Distribution Council Tax	(1.4)	3.4	2.0	0.6	2.7		2.7
Total Funding	(282.2)	41.1	(241.1)	(44.2)	(285.3)	(6.1)	(291.5)
Total i unumg	(202.2)	71.1	(ZŦ1.1)	(74.2)	(203.3)	(0.1)	(231.3)
Annual – Net Funding Gap	(0.0)	(0.0)	(0.0)	17.0	17.0	(9.5)	(9.5)
Cumulative MTFP – Net Funding Gap			(0.0)		17.0		7.5

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BCP Unitary Council - Budget 2021/22 and MTFP - Assumed Savings

Ref:	Theme	Name of Proposal	Description	2021/22	2022/23	2023/24	Total to 2024
				£000's	£000's	£000's	£000's
Resou	rces		Further service based cost efficiencies from				
1	Resources Directorate	Organisational savings following Local Government Review	combining the Bournemouth, Christchurch (including and element of Dorset County Council) and Poole Teams. Identified as part of the Covid 19 mitigation strategy	(551)			(551)
2	Resources Directorate	Staffing savings following Local Government Review	Further efficiencies from combining the Bournemouth, Christchurch (including and element of Dorset County Council) and Poole Teams. Identified as part of the Covid 19 mitigation strategy	(307)			(307)
3	Resources Directorate	Staffing and organisational savings within the Human Resources Service	Tricuro and Academy Schools income	(191)			(191)
4	Resources Directorate	Organisational savings following Local Government Review	ICT Service Licensing Changes and changes to third party supply	(186)			(186)
5	Resources Directorate	Treasury Management Strategy	One off up front arrangement fee from the Dorset Pathology Unit investment - taken in 2020/21	(45)	90		45
		Savings Resources Directorate		(1,280)	90	0	(1,190)
Childre	en's Services						
6	Children's Directorate	Base Budget Review	Inclusion & Family Services - service efficiencies	(262)	810		548
7	Children's Directorate	Base Budget Review	Quality & Commissioning - service efficiencies	(26)			(26)
8	Children's Directorate	Service Efficiencies - General	Social Care Grant	(381)			(381)
		Savings Children's Directorate		(669)	810	0	141
9	Public Health	Service Efficiencies - General	Dorset Partnership efficiencies reinvested in Children Services	(500)	500		0
		Savings Public Health		(500)	500	0	0
Adult S	Social Care & Pub	olic Health					
10	Adult Social Care Directorate	Service Efficiencies - General	Implementation of strengths based approach to assessment, reduction in residential care placements as we moved to provide an alternative provision in a client's own home, target reviews achieving best value from S 117, Continuing Health Care and other high cost provision for people with learning disabilities and mental health. Net of front door transformation savings.	(650)			(650)
11	Adult Social Care Directorate	Organisational savings following Local Government Review	Further service based cost efficiencies from combining the Bournemouth, Christchurch and Poole Teams. Identified as part of the Covid 19 mitigation strategy	(622)			(622)
12	Adult Social Care Directorate	Fees and Charges	Rebase deferred payments budgets in line with current level of activity	(500)			(500)
13	Adult Social Care Directorate	Fees and Charges	Rebase client contributions in line with current level of base activity	(1,500)			(1,500)
14	Adult Social Care Directorate	Fees and Charges	Client Contributions - application inflation uplift and uprating in line with income changes.	(400)			(400)
15	Adult Social Care Directorate	Staffing savings following Local Government Review	Further efficiencies from combining the Bournemouth, Christchurch and Poole Teams. Identified as part of the Covid 19 mitigation strategy for the Adult Social Care Services	(300)			(300)
16	Adult Social Care Directorate	Transformation - Organisational Redesign	Review approach to early intervention and develop options for front door model (potentially using KPMG)	0	(1,250)		(1,250)
17	Adult Social Care Directorate	Staffing savings following Local Government Review	Further efficiencies from combining the Bournemouth, Christchurch and Poole Teams. Identified as part of the Covid 19 mitigation strategy for the Commissioning and Improvement Service	(220)			(220)
18	Adult Social Care Directorate	Service Efficiencies - General	Efficiencies from the review of services delivered by Tricuro	(260)	(100)		(360)
19	Adult Social Care Directorate	Service Efficiencies - General	Review commissioning dementia home care	(120)			(120)
20	Adult Social Care Directorate	Service Efficiencies - General	Use of technology in meeting care and support needs.	(100)			(100)

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				2021/22	2022/23	2023/24	Total
Ref:	Theme	Name of Proposal	Description	£000's	£000's	£000's	to 2024 £000's
21	Adult Social Care Directorate	Service Efficiencies - General	Enhance support to self funders to make decisions about their care.	(100)	(50)		(150)
22	Adult Social Care Directorate	Domiciliary Care costs	Use of BCP framework contract for new domiciliary demand in the Christchurch area.	(80)			(80)
23	Adult Social Care Directorate	Fees and Charges	Fee consistency / harmonisation Adult Charging Policy. Item scrutinised by Health and Adult Social Care Overview and Scrutiny Committee on 18.12.2019 and will return for further scrutiny after public consultation in Spring 2020.	(35)			(35)
24	Adult Social Care Directorate	Service Efficiencies - General	Reduce bad debt by improving debt management.	(20)	(20)		(40)
25	Adult Social Care Directorate	Service Efficiencies - General	Review of discretionary managing other people money services ensuring full cost recovery.	(10)	(10)		(20)
26	Adult Social Care Directorate	Service Efficiencies - General	Investigate telephone/online options to speed up financial assessments	(10)	(5)		(15)
27	Adult Social Care Directorate	Service Efficiencies - General	Review of care arrangements for people with Learning Disabilities and Mental health	(140)	(234)	(391)	(765)
28	Adult Social Care Directorate	Service Efficiencies - General	Expand Shared Lives scheme	(40)			(40)
29	Adult Social Care Directorate	Service Efficiencies - General	Beter Care Fund Increase	(632)			(632)
30	Adult Social Care Directorate	Service Efficiencies - General	Social Care Grant	(890)			(890)
31	Adult Social Care Directorate	Service Efficiencies - General	Integrated Community Equipment Store - pooled budget. Use of revenue + DFG.	(768)	172		(596)
		Savings Adult Social Care Direct	orate	(7,397)	(1,497)	(391)	(9,285)
Regen	eration & Econor	ny					
32	Regeneration & Economy Directorate	Staffing savings following Local Government Review	Further efficiencies from combining the Bournemouth, Christchurch (including and element of Dorset County Council) and Poole Teams. Identified as part of the Covid 19 mitigation strategy	(85)	(28)	(27)	(140)
33	Regeneration & Economy Directorate	Fees and Charges	Rebase planning income inline with historical performance	(25)			(25)
34	Regeneration & Economy Directorate	Service Efficiencies	Reduction in art centre grant support already agreed	(25)			(25)
35	Regeneration & Economy Directorate	Fees and Charges	Rebase parking income inline with historical performance	(30)			(30)
36	Regeneration & Economy Directorate	Fees and Charges	New Cark Parking Zones	(150)			(150)
37	Regeneration & Economy Directorate	Transformation cost recovery fees and charges	Beach Hut Income. Includes the income generated from the provision of new beach huts with tariff harmonisation and price adjustments in other areas.		85	(93)	(8)
38	Regeneration & Economy Directorate	Transformation cost recovery fees and charges	Consistent service operating model for Leisure Centres			(100)	(100)
39	Regeneration & Economy Directorate	Fees and Charges	R&E - Beach Huts licence fess	(522)	522		0
		Savings Regeneration and Econo	omy Directorate	(837)	579	(220)	(478)

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Ref:	Theme	Name of Proposal	Description	2021/22 £000's	2022/23 £000's	2023/24 £000's	Total to 2024 £000's
Enviro	nment & Commu	ınity					
40	Environment & Communities Directorate	Staffing savings following Local Government Review	Further efficiencies from combining the Bournemouth, Christchurch (including and element of Dorset County Council) and Poole Teams. Identified as part of the Covid 19 mitigation strategy	(714)			(714)
41	Environment & Communities Directorate	Transformation - Organisational Redesign	Operational Service Delivery Reviews in Environment & Communities	(386)	(20)		(406)
42	Environment & Communities Directorate	Transformation - Cost recovery - Fees and Charges	Fee consistency / harmonisation across a number of services. Includes Green Waste	(367)			(367)
43	Environment & Communities Directorate	Transformation - Cost recovery - Fees and Charges	Rebase Solar Panel income inline with historical performance	(300)			(300)
44	Environment & Communities Directorate	Base Budget Review	Communities - Regulatory Services - Port Health Brexit costs - new burdens funding	(150)			(150)
45	Environment & Communities Directorate	Rental Income	St Stephens Road	(529)			(529)
		Savings Environment & Commu	nities	(2,446)	(20)	0	(2,466)
Transf	ormation						
46	Transformation	Transformation - Organisational Redesign	As per the KPMG report for potential savings post local government reorganisation. The report highlight savings already identified against the saving targets.	(7,500)	(17,450)	(17,450)	(42,400)
		Savings Transformation		(7,500)	(17,450)	(17,450)	(42,400)
		Overall Total		(20,629)	(16,988)	(18,061)	(55,678)

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BCP Council

10 February 2021

RESERVES

Background

A local authority must decide the level of general reserves it wishes to maintain before it can decide the level of the council tax it sets. The purpose of general reserves is to manage the risk to the council's financial standing from the impact of excesses to the budget provision and unforeseen events.

In setting the budget the Director of Finance as the Councils section 151 (s151) officer is required under section 25 of the Local Government Act 2003 to report on **the robustness of the budget** and the **adequacy of reserves** supporting the budget. The requirement on the s151 officer is to ensure that the **budget recommended to council is balanced** (i.e. expenditure matches income), is robust and therefore deliverable and has an adequate level of reserves. The s151 officer is required to ensure that the council's approved budget addresses these three issues.

Ultimately, council will determine the level of reserves and balances formally in setting the annual budget. The advice of the Chief Finance Officer must be formally recorded.

Guidelines

There is no set formula for deciding what level of reserves is adequate. Councils are free to determine the reserves they hold. Councillors are responsible for ensuring that their reserves are appropriate to local circumstances and are accountable to taxpayers for the decisions they make.

It should be stressed that there is no theoretically "correct" level of reserves because the issues that affect an authority's need for reserves will vary over time and between authorities. Reserves should not be seen in a short-term context. They should be placed in the context of the uncertainty caused by the global public health emergency, long-term government funding reductions since 2010, the uncertainty caused by the lack of three year government spending review, service delivery problems within its Children's Directorate, and cost pressures that the council is exposed to. It is however legitimate for the council to call on reserves to mitigate short term pressures, smooth out the impact of extraordinary one-off demands and/or otherwise meet the costs of unforeseen events.

Comparative information

The Chartered Institute of Public Finance and Accountancy (CIPFA) have carried out some benchmarking on the level of reserves held by most unitary authorities and identified that they tend to maintain unearmarked reserves between 5% and 10% of net revenue expenditure. For BCP this would mean maintaining such reserves at between £14.1 million and £28.2 million.

(Net revenue expenditure = £281.922 million, which is our 2021/22 projected net revenue expenditure before reserve movements, revenue support grant, business rates and collection fund surpluses / deficits).

Attached at appendix 3a is comparative information on **unearmarked reserves** against our statistical nearest neighbours based on published financial information. The appendix highlights that our position, based on 1 April 2020 reported positions, should be robust and within the CIPFA range.

APPENDIX 3

It should be emphasised that Councils can and do experience significant financial difficulties as recent high-profile cases such as those at Northamptonshire County Council, Croydon Council and Birmingham City Council's demonstrates.

Chief Financial Officer advice

Reserves are an essential part of good financial management. They help councils to cope with unpredictable financial pressures and plan for their future spending commitments. The level, purpose and planned use of reserves are important factors for elected members and council officers to consider in developing medium term financial plans and setting annual budgets. Having the right level of reserves is incredibly important. Where councils hold very low reserves there may be little resilience to financial shocks and sustained financial challenges, where reserves are high then councils may be holding more than they need.

In advising councillors on the appropriate level of reserves there is a need to consider the potential financial impact of all strategic, operational and financial risks facing the authority, together with the current overall financial standing of the council including any third-party assessments of this position. The management of reserves will be fundamental to ensuring BCP has a sound financial base on which to deliver its ambitions moving forward.

Organisational and change risk associated with the council's ambitions also need to be seen in the context of local authorities continuing to face some of the most significant financial challenges for a generation. These included the almost the near complete removal of government's un-ringfenced core funding to the relevant councils, constrained council tax increases, a decline in other sources of income, rising costs and growing demand for many services the consequences of which will test the council's financial management and resilience well into the future. All these at the time of a global public health emergency and its legacy impact.

Some of the key risks facing the council at this time can be summarised as;

- a) Assumed levels of financial support due to the Council from the Government comprehensive package of support measures including the £13.3 million 2020/21 sales, fees and charges compensation claim which will not be verified by the government until after the 2020/21 financial year end.
- b) Actual sales, fees and charges income receipts due to the council in the final quarter of 2020/21 and throughout 2021/22 with specific reference to car parking income, seafront trading activity and commercial waste income.
- c) Increasing deficit on the Dedicated Schools Grant with specific regard to the high needs block. The 2021/22 budget report forecasts the deficit to grow from £10.6 million as at the 31 March 2021 to £20.3 million as at the 31 March 2022.
- d) Impact on the costs of the Adult Social Care service in both the current 2020/21 financial year, 2021/22 and future years in supporting the NHS achieve rapid hospital discharges of adults due to the pandemic. This involves securing and funding care placements prior to the financial assessments that normally take place being undertaken to determine how costs are to be met. Costs can be the responsibility of the council, the NHS or individuals themselves. Projections for the costs remaining with the council are based on activity levels and trend analysis.
- e) The assessment of the councils Children's Service by Ofsted and the need to improve the service protecting the vulnerable younger members of our community.

- f) Demand and costs associated with the council's housing / homelessness services including rough sleepers including temporary accommodation, subsistence and security arrangements.
- g) Impact of the country's transition from the European Union. Particularly relevant to the Port of Poole and any specific European funding streams.
- h) Reductions in council tax yield which lead to a 2.7 % reduction in the councils taxbase between 2020/21 and 2021/22. This included a £3.4 million increase in the cost of the local council tax support scheme (LCTSS) or a 13.1 % increase compared to last year and reflects a 13.5% increase in the cost of working age claimants.
- i) Business Rates yield and the assumption of net collectable business rates for the BCP Council area for 2021/22 of £134.9 million (£135.0 million for 2020/21). There is significant risk with this estimate due to the potential for reductions in business rate income because of the pandemic, including decline in the number of businesses, losses in collection rates and appeals for reduced rateable values by businesses. What makes the risk particularly acute is that businesses within the BCP Council area received retail, hospitality and leisure relief from business rates to the value of £80.6 million in 2020/21 as part of the governments Covid19 mitigation strategy and this relief is due to end on the 31 March 2021.
- j) Financial planning risk associated with the lack of a three-year government spending review and the delayed local government funding reforms which were planned for introduction from April 2021 (i.e. Fair Funding, 75% Business Rates Retention and the full reset of the business rates baseline).
- k) Transformation programme and both;
 - the inclusion of an unitemised savings target of £7.5 million for 2021/22.
 - the requirement to deliver, as a minimum, £13.8 million in capital receipts in 2021/22.
- I) Lack of a capital contingency which will require the council to take on extra borrowing to finance any unforeseen or unprovided for capital expenditure.
- m) Redundancy cost provision. As part of the budget framework £12.9 million has been set aside for redundancy costs across the four years of the transformation programme. This can be compared to the often-cited need for the council to reduce its establishment by up to 600 posts which would cost £29 million based on the average current BCP Council redundancy cost of £48,284.

Summary of reserve movement

	Balance 1 Apr 2019 £m	Balance 1 Apr 2020 £m	Balance 31 Mar 2021 £m	Balance 31 Mar 2022 £m
Un-earmarked Reserves	17.4	15.4	15.4	15.4
Earmarked Reserves	52.7	53.8	66.7	26.2
Total revenue reserves	70.1	69.2	82.1	41.6

Dedicated Schools Grant (deficit) (3.6) (4.6) (10.6) (20.3)

In relation to earmarked reserves position as shown;

- The £11.1m tranche one unringfenced grant provided by the government to support the council address the
 consequences of the pandemic has been excluded from the 1 April 2020 position as it was paid to the
 council just before the year end date.
- The balance as at 31 March 2021 includes £25.1million from the workstream to fundamentally refinance the capital programme which will be applied in support of the 2021/22 revenue budget. The balance as at the 31

APPENDIX 3

March 2021 excludes £40.5 million of government grants to support the 2020/21 business rates and council tax deficits carried forward into 2021/22 alongside associated accounting adjustments.

 The balance as at 31 March 2022 reflects the normal annual level of government grants paid in advance of the associated expenditure, reserves held on behalf of third parties, and the earmarked reserves set aside to support the 2022/23 budget.

Mitigation of the stated risks and recognition of the difficulty of producing robust, reliable estimates is currently established through six key principle elements;

- · Robust culture of financial management
- Unearmarked reserves
- Covid-19 mitigation financial resilience reserve
- Medium Term Financial Plan mitigation financial resilience reserve
- Transformation mitigation financial resilience reserve
- Base budget revenue contribution

In responding to the covid19 public health emergency the council took early and decisive preventive action to mitigate the potential financial challenge. Through reports to Cabinet in May and June 2020 consideration was given to the scale of the challenge and an action plan set out the strategy to provide resources, should they be required, to manage a financial pressure forecast to be up to £30 million. This included £13.4 million of in-year employee and expenditure cost base savings, a fundamental review of earmarked reserves, a review of capital projects, and the use of the base budget revenue contingency.

As part of the same reporting cycle the council agreed a £37.6 million budget to support the council's organisation redesign, its budget for the transformation programme. This included approximately £18 million in resources set aside up front (including £10 million from the financial liability earmarked reserves previously set aside as a counterweight to the deficit on the Dedicated Schools Grant), £2 million from the redirection of the 2020/21 revenue contribution to capital, and £4 million from the review of capital projects.

Since then through careful and diligent financial management the council is now able to identify that the 2020/21 financial in-year financial pressure has reduced to £6 million which includes a recognition of the governments comprehensive package of financial support to local authorities. At the same time the administration has extended further the fundamental review of the capital programme, refinancing the programme were possible by borrowing and in doing so better matching the cost of investment in infrastructure projects with the time period the asset will be used over. This review included the refinancing of the transformation programme releasing the previous set aside up-front resource.

The proposed budget for 2021/22 recognises the resources released through the 2020/21 inyear position, through the refinancing of the capital programme and through other workstreams such as a review of inherited resources. The resources are being used in support of the strategy to defer the 3% adult social care council tax precept into 2022/23, in support of the 2021/22 investment in services, in support of the additional financial resilience reserves, and in support of the higher 2021/22 revenue base budget contingency.

Two key risks with the position as set out are the fact that the 2021/22 budget includes £7.5 million of transportation programme savings that have not been itemised on a line by line basis and the delivery of £13.8 million in capital receipts. Direct assurance has been received from the leadership including the corporate management board that the work to ensure delivery of the transformation savings and capital receipts will be prioritised.

In forming a view of the adequacy of reserves councillors should also reflect on the Medium Term Financial Plan position. The plan is based on key assumptions such as the recovery of the majority of the councils sales, fees and charges income streams from the 1 April 2022, council tax increases of 4.99% in 2022/23 and 1.99% in 2023/24, and the delivery of £42.4 million in transformation savings over the three-year period. It also assumes the council will not be required to set aside resources to act as a counterweight for the growing deficit on the dedicated schools grants as it was required to do in setting the 2020/21 budget. The Medium-Term Financial Plan sets out that the council will need to identify £17 million to balance the 2022/23 budget which drops to £7.5 million for 2023/24.

The Chief Financial Officer (CFO) considers the level of reserves as proposed to be adequate for the purposes of the 2021/22 budget. The CFO also considers that in respect of the estimates used to prepare the budget that they provide a robust and reasonable basis upon which to derive such estimates.

This statement is supported on the basis that the budget as proposed includes;

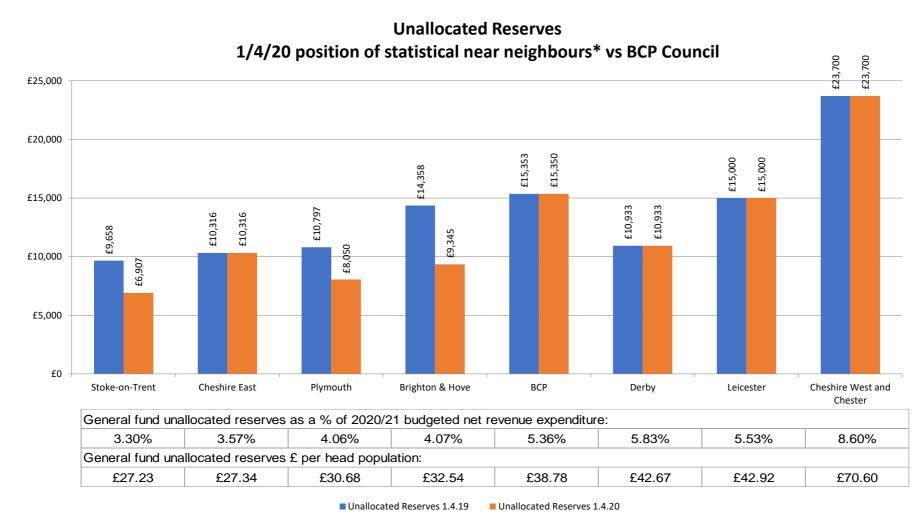
- holding unearmarked reserve at £15.4 million which is the level they were at as at 31 March 2020.
- Increasing the council's financial resilience reserves from their £69 million position as at 31 March 2020 to their £82m forecast position 31 March 2021.
- Increasing the base revenue budget contingency from £1.2 million, which represented 0.5 per cent of the 2020/21 net revenue expenditure, to £3.6 million (1.3% of the 2021/22 net revenue expenditure). A separate £1.7m contingency is being held in respect of the ambiguity associated with the 2021/22 pay award.

The advice of the CFO is underpinned by an assumption of ongoing support from the government in helping the council manage the financial impact of the global public health emergency. It is also based on the assumption of ongoing support from councillors and officers;

- a) to ensure a robust financial management culture continues to be implemented with constant vigilant financial management to ensure any variations from budget are actively managed.
- b) in making any necessary decisions around savings, council tax and in managing the growing deficit on the dedicated schools' grants (high needs block).

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Appendix 3a



Note: The above authorities have all reported their budgets **pre-covid*** Unitary Authorities with similar populations and / or net budgets to BCP

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BCP Council - Earmarked Reserves

Detail	31/03/21 Estimated Balances £000's	Estimated Movements £000's	31/03/22 Estimated Balances £000's
(A) - Financial Resilience Reserves	(50,153)	38,071	(12,082)
(B) - Transition and Transformation Reserves	(75)	0	(75)
(C) - Asset Investment Strategy Rent, Renewals and Repairs	(2,215)	0	(2,215)
(D) - Insurance Reserve	(3,500)	0	(3,500)
(E) - Held in Partnership for External Organisations	(2,138)	492	(1,646)
(F) - Required by Statute or Legislation	(422)	0	(422)
(G) - Planning Related	(711)	0	(711)
(H) - Government Grants	(4,771)	1,305	(3,466)
(I) - Maintenance	(1,377)	461	(916)
(J) - ICT Development & Improvement	(344)	343	(1)
(K) - Corporate Priorities & Improvements	(1,025)	(94)	(1,119)
GF Earmarked Reserve Balance - 31 March 2020	(66,731)	40,578	(26,153)

(A) - Financial Resilience Reserves

	31/03/21 Estimated £000's	Movement £000's	31/03/22 Estimated £000's	
Designed to provide the Council with the ability to manage any emerging issues recognising the 2020/21 Budget has been formed based on the experience of operating the new BCP for nine months. The Financial Liability Reserve has been established to mitigate the deficits on the Dedicated Schools Grant Budget (principally the High Needs Budget deficit) which have to be held against Unearmarked Reserves				
Refinancing of the Capital Programme Reserve	(25,103)	25,103	0	
MTFP Mitigation Reserve	(2,100)	0	(2,100)	
Covid 19 Financial Resilience Reserve	(9,982)	0	(9,982)	
Transformation Mitigation Resilience Reserve	(12,968)	12,968	0	
Financial Resilience Reserves	(50,153)	38,071	(12,082)	

(B) - Transition and Transformation Reserves

	31/03/21 Estimated £000's	Movement £000's	31/03/22 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	(75)	0	(75)	
Transition and Transformation Reserves	(75)	0	(75)	

(C) - Asset Investment Strategy Rent, Renewals and Repairs

	31/03/21 Estimated £000's	Movement £000's	31/03/22 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	(2,215)	0	(2,215)	

(D) - Insurance Reserve

	31/03/21 Estimated £000's	Movement £000's	31/03/22 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	(3,500)	

(E) - Held in Partnership for External Organisations

	31/03/21 Estimated £000's	Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party org	anisations.		
- Dorset Waste Partnership	(202)	0	(202)
- Dorset Adult Learning Service	(245)	0	(245)
- Stour Valley and Poole Partnership	(584)	0	(584)
- CCG Emotional Wellbeing and Mental Health	(405)	250	(155)
- Local Economic Partnership	(1)	0	(1)
- Flippers Nursery	(89)	0	(89)
- Adult Safeguarding Board	(42)	42	0
- Dorset Youth Offending Service Partnership	(167)	100	(67)
- Music and Arts Education Partnership	(358)	100	(258)
- Bournemouth 2026 - West Howe Bid	(45)	0	(45)
Held in Partnership for External Organisations	(2,138)	492	(1,646)

(F) - Required by Statute or Legislation

	31/03/21 Estimated £000's	Movement £000's	31/03/22 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	(128)	
Bournemouth Library Private Finance Initiative (PFI)	(393)	0	(393)	
Carbon Trust	99	0	99	
Required by Statute or Legislation	(422)	0	(422)	

(G) - Planning Related

	31/03/21 Estimated £000's	Movement £000's	31/03/22 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	(549)	0	(549)	
Planning Hearing and Enforcement Reserve	(123)	0	(123)	
Other Planning Related Reserves	(39)	0	(39)	
Planning Related	(711)	0	(711)	

(H) - Government Grants

	31/03/21 Estimated £000's	Movement £000's	31/03/22 Estimated £000's	
Purpose: Amounts which the council is required to hold as a reserve in line with specific grant conditions.				
Total Unspent Grants	(4,771)	1,305	(3,466)	

(I) - Maintenance

	31/03/21 Estimated £000's	Movement £000's	31/03/22 Estimated £000's	
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.				
Corporate Maintenance Fund	(251)	251	0	
Other Maintenance Related Reserves	(1,126)	210	(916)	
Maintenance	(1,377)	461	(916)	

(J) - ICT Development & Improvement

	31/03/20 Estimated £000's	Movement £000's	31/03/21 Estimated £000's	
Purpose: Resources set aside to meet various ICT improvement projects				
ICT Development & Improvement	(344)	343	(1)	

(K) -Corporate Priorities & Improvements

	31/03/21 Estimated £000's	Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts set a side to deliver various priorities, some of which will be of a historical natured inherited from the predecessor authorities.			
Local Elections Reserve	(187)	(170)	(357)
Other Corporate Priorities & Improvements	(838)	76	(762)
Corporate Priorities & Improvements	(1,025)	(94)	(1,119)

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BOURNEMOUTH, CHRISTCHURCH AND POOLE

General Unearmarked Reserves - Risk Assessment 2021/22

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Assumed 2020/21 Sales, Fees and Charges compensation scheme wll not be received until after financial year end.	Quarterly provisional claims	Continue to complete any grant claims requested by government and assess updates on guidance. Impact based on 10% of the total estimated claim value.	4	1	4	£1,330,000	25%	£332,500
General operational risk of a reduction in fees, charges and rents Income against 2021/22 budget. Risk also reflects the Council not developing and implementing appropriate arrangements for their collection and from the decline in individuals personal wealth.	Monitoring of the key areas of fees & charges income	Development of monitoring arrangements. Impact assumes a 2% variation in the estimated amount.	3	2	6	£1,603,720	50%	£801,860
High Needs budget element of the Dedicated Schools Grant (DSG). Assessment of gross deficit for 2021/22 is a £9.7m deficit with the total accumulated deficit as at the 31 March 2022 forecast to amount to £20.3m. Following government regulation the Council is no longer required to make provision for this deficit by way of a specific earmarked reserve to act as a counterweight. With the previous reserve now released this would pose a significant risk if the regulations were reverted to the previous position.	Robust monitoring of the financial position and regular review by way of a monthly budget overview meeting. Budgeted investment to assist recovery plan.	Ongoing dialogue with government as to the impact once current statutory instrument expires after 1 April 2023. Key item in monthly budget review meetings and ongoing review by the Schools Forum. Impact on recognises 10% of the deficit as low risk for 2021/22.	4	1	4	£2,030,000	25%	£507,500
Legacy consquences of the NHS rapid hospital discharge of adults programme during the covid19 pandemic.	Budget preparation has placed significant reliance on historic trends in the absence of full data.	Reprioritisation of the tranche 5 government covid mitigtation resources. Management of the data requirement from higher caseload, but the lag in financial/NHS assessment is inevitable for some months.	4	1	4	£5,360,000	25%	£1,340,000

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Need to invest in Children's services following Ofsted external assessment. This risk is that the provision is insufficient to deliver required improvement.	BCP Children's Services Improvement Board	Continue improvement board arrangements with regular review by the Corporate Management Board. Impact based on a further 50% increase in amounts specific to improvement.	3	2	6	£1,700,000	50%	£1,500,000
Unforecast increase in service demand for Children's Services.	Robust service monitoring and Medium Term Financial Planning processes.	Financial regulations requirement that such costs must normally be met within approved resources. Impact recognises a further 50% service cost pressure based on the amount provided for 2021/22	3	2	6	£1,815,000	50%	£907,500
Unforecast increase in service demand for homlesss and housing services.	Robust service monitoring and Medium Term Financial Planning processes.	Financial regulations requirement that such costs must normally be met within approved resources. Impact recognises a 5% service cost pressure.	2	2	4	£585,750	25%	£146,438
Implications of the United Kingdoms transition from the European Union on 31 December 2020.	Regular consideration of the issue.	Engagement with Dorset Local Resilience Forum, Business Community and port authority.	2	2	4	£500,000	25%	£125,000
Instability to the Council's Council Tax Base due to variations in the number of the Local Council Tax Support (benefits) scheme claimants and the ability of the Government to change welfare policy impacting on the amount that can be claimed.	Monitoring of tax base position and claimant numbers	Establish monitoring arrangements. Impact based on risk of a 5% increase in caseload.	3	2	6	£1,453,100	50%	£726,550
Significant assumptions included in the 2021/22 base budget of the Council related to Council Tax income including the adjustments associated with the harmonisation process.	Structured process to robustly monitor the budget	Continue establish monitoring arrangements. <i>Impact recognises</i> 1% variation on total budgeted council tax income.	3	2	6	£2,145,410	50%	£1,072,705

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Instability to the Council's core funding streams due to the potential for variation in the £134m of business rates collected annually and the risk associated with the passported appeals system. This includes prescribed timing difference around when items can be credited to the accounts. These risks will increase if the Government move towards a 75% Business Rates retention model.	Monitoring process and tracking of business closures and start ups	Continue established monitoring arrangements. <i>Impact</i> recognises 1% variation in the total collected.	3	2	6	£1,336,100	50%	£668,050
Organisational Redesign / Transformation programme savings of £7.5 million assumed within the 2021/22 budget, but not yet itemised. Risk of non delivery.	Key workstream for the authority - monthly review by Corporate Management Board	Continue monitoring arrangements	4	2	8	£7,500,000	75%	£5,625,000
Non transformation programme savings, efficiencies and additional resources assumed within the 2021/22 base budget of £13.1m. Risk of non delivery.	Structured monitoring via the budget process	Continual monitoring of the budget. Based on an assumed risk associated with 10% of the savings recognised in the base budget.	3	1	3	£1,310,000	10%	£131,000
Organisational Redesign / Transformation 2021/22 budget is underpinned by the delivery of £13.8 million in capital receipts	Key workstream for the authority - monthly review by Corporate Property Group	Continue monitoring arrangements - Impact based on 20% of the assumed capital receipts.	4	1	4	£2,760,000	25%	£690,000
Lack of a capital contingency meaning the council has insufficient resources to support necessary capital infrastructure developments.	Schemes will only be approved once necessary resources are in place	Consideration of prudential borrowing were necessary	2	1	2	£500,000	10%	£50,000
Insufficient capital resources to support major capital ambitions such as those associated with Housing and Regeneration or specifc projects such as the Bournemouth International Centre.	Schemes will only be approved once a funding strategy is in place. 2021/22 corporate priorities resource allocation to support regeneration and the Future Fund created.	Continue review and Cabinet/Council approval of any relevant business cases.	2	1	2	£500,000	10%	£50,000

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Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Adequacy of redundancy provision in support of the councils transformation programme. Provision has been made for £12.9 million, against a requirement for up to £29 million based on often cited requirement to reduce the establishment by 600 posts.	Regular and separate monitoring of the councils redundancy costs and the transformation programme.	Continue monitoring arrangements. Impact based on 20% of the potential shortfall.	4	1	4	£3,220,000	25%	£805,000
Unforecast increase in service demand and cost for Adult Social Care. This includes the significant threat to demand for Adult Social care from the 75% to 80% of clients locally who are self funders and do not require financial assistance from the Council and the unstable market conditions for such services as residential care for older people.	Robust service monitoring and Medium Term Financial Planning processes.	Financial regulations requirement that such costs must normally be met within approved resources. Impact recognises a 5% service cost pressure based on local government experience.	4	2	8	£5,677,100	75%	£4,257,825
Organisations associated with the Council or a Council owned company (or their subsidiary) go into Adminstration and the service has to be returned to the Council with significant financial consquences at least in the short term. This could include exposure to increased operational costs such as staff costs, maintenance, business rates and VAT.	Councillor representation on Boards. Regular review of financial information.	Continue monitoring arrangements.	4	2	8	£6,000,000	75%	£4,500,000
Lansdowne Programme. Dorset Local Enterprise Partnership will contribute £4.8m towards this programme provided it is compeleted by the 31 March 2021. As per November Cabinet report £2.9m of expenditure needed to be incured or could fall to the Council to funded in 2021/22.	Councillor representation on Dorset LEP Board and specific scheme monitoring	Continue to monitor in liasion with the Dorset LEP Board. Impact recognises 10% based on the fact that the council would borrow to finance any potential contribution.	1	3	3	£290,000	10%	£29,000
Estate and Accommodation Project. Business case model supporting the £5.7m investment identifies that building related operational budget savings have been assumed from 31 October 2021 in respect of the Poole and Christchurch Civic Centres as they are vacated. Failure to vacate these buildings at that point in time will result in unbudgeted costs falling to the council.	Regular monitoring of the estates management programme as part of the transformation programme framework	Continue monitoring arrangements	1	3	3	246,000	10% APPEN I	£24,600

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Ongoing risk associated with the staff transferred to BCP from the four predecessor councils with variations in their legacy terms and conditions of service.	Significantly resourced pay and grading harmonisation contract let to Korn Ferry.	Detailed workplan to deliver harmonised pay and grading structure <i>Impact based on a 2% variation to the pay bill.</i>	4	2	8	£3,400,000	75%	£2,550,000
Pay and Reward Strategy. Project principle is that the new strategy due for implementation from January 2022 is cost netural. This will include the potential impact of any variations to such items as annual leave entitlements and overtime payments.	Significantly resourced pay and grading harmonisation contract let to Korn Ferry.	Detailed workplan to deliver harmonised pay and grading structure <i>Impact based on a 1% variation to the pay bill.</i>	3	2	6	£1,700,000	50%	£850,000
Advance fees being incurred on schemes being work-up by the Bournemouth Development Company (Joint Venture between the Council and Morgan Sindall) which should eventually be covered by the individual schemes business case.	Monitoring of the schemes progress via representation on the BDC Board	Continue monitoring arrangements. Impact recognises the Council's 50% share of such costs	4	1	4	£3,650,000	25%	£912,500
Loans and mortgages extended via the Community Finance Initiative (now closed Bournemouth Borough Council enterprise) which remain outstanding as at 31 December 2020.	Regular monitoring of loans	Continue monitoring arrangements	2	2	4	£599,000	25%	£149,750
Insufficient resources to resolve Legal claims against the Council. Examples include potential claims brought against the council due to contractual terms and arrangements, and claims as a consequence of the impact of the Councils actions on third parties.	Statutory and regulatory controls, internal governance procedures, professional advisers.	Monitor any such claims and seek approaches which limit claims especially those in respect of their backdating.	3	2	6	£1,500,000	50%	£750,000
Final Local Government Finance Settlement not due until early February 2021. Risk resources allocated will be lower than those outlined in the provisional settlement received in December 2020.	Ongoing monitoring of Government announcements	Impact based on the provisional Revenue Support Grant alloaction to BCP Council for 2021/22	4	1	4	£3,022,000	25%	£755,500

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Significant assumptions included in the 2021/22 base budget of the Council related to specific Government grants including the Improved Better Care Fund and other specific grants awarded to support Adults and Children's Services.	Structured process to robust budget monitoring	Established monitoring arrangements including quarterly reports to Cabinet. Impact based on 10% variation in grants assumed to support social care as part of the budget process.	4	2	8	£2,496,600	75%	£1,872,450
Government unfunded requirements or changes that lead to cost increases or income reductions to the Council. Good examples would be from the implications of the Mental Capacity (Amendment) Bill or the Governments Resources and Waste Strategy.	Ongoing review of Government policy proposals. New burdens doctrine.	Monitoring of Government policy proposals.	2	2	4	£1,000,000	25%	£250,000
Inflation risk. Provision has only been made for inflation where "clear evidence that it will be required due to either market conditions or due to contractual terms and conditions".	Generally outside of local control. November 2020 - CPI 0.3%	Monitoring of relevant developments and indicators. Consider extent to which the Council can influence local market pressures. Based on an estimate of premises, transport, contract payments, agency payments, supplies & services costs and a 1% variation.	4	1	4	£2,977,000	25%	£744,250
Increasing Government regulation underpinned by the principle of fines for non compliance. An example would be the Finance Bill 2017 Off Payroll Workers Regulations or financial penalties if the Council has failed to handle individuals personal data correctly.	Statutory and regulatory controls, internal governance procedures, professional advisers. Programme management arrangements for data transferring to new Council.	Monitor any such claims and seek approaches which limit exposure/claims.	1	1	1	£500,000	10%	£50,000
Increasing number of partner and Public Sector organisations employing no win no fee advocacy to try and improve their financial position to the detriment of the Council.	Statutory and regulatory controls, internal governance procedures, professional advisers.	Monitor any such claims and seek approaches which limit claims especially those in respect of their backdating.	1	1	1	£500,000	10%	£50,000

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Increasing number of Public Sector organisations recharging for services that were previous provided at no cost. An example would be the Health & Safety Executive	Statutory and regulatory controls, internal governance procedures, professional advisers.	Consideration, review and challenge of claims for payment from any such organisations.	1	1	1	£500,000	10%	£50,000
Additional resources required to support or complete schemes already within the capital programme.	Robust monitoring arrangements or individual schemes	Continue capital monitoring arrangements	3	2	6	£1,500,000	50%	£750,000
Reduction in income from the investment of the Council's day to day cash balances and reserves	Established quarterly financial monitoring arrangements in place at Executive level and quarterly review by the Audit & Governance Committee	Establish monitoring arrangements. Based on a potential 0.1% reduction in interest rates (what the markets refer to as downside risk).	1	3	3	£45,000	10%	£4,500
The £35.7m of savings and efficiencies (transformation and non transformation based) identified in support of years 2 to 3 of the MTFP.	Robust Medium Term Financial Planning process	Continue monitoring and development of the process. Years 2 to 3 savings. Risk recognises 25% of the savings target	4	1	4	£8,925,000	25%	£2,231,250
Impact of potential move to 75% Business Rates Retention Scheme (as underpinned by the Fair Funding Review) will reduce the resources government make available to the Council.	Monitoring of Government announcements	Continue to engage with relevant sector bodies such as the LGA, CIPFA etc, Risk estimate based on value of reduction experienced in 2019/20	4	1	4	£6,891,000	25%	£1,722,750
Failure of a Major Contractor	Robust procurement and contract management procedures. Including performance bonds and parent company guarantees	Regular review of contract performance and contractor financial standing.	3	2	6	£1,500,000	50%	£750,000
Impact on operational capability due to technological or cyber risk	Security, protocols, encryption, and constant review of threats	Continue current control framework	4	2	8	£5,000,000	75%	£3,750,000

Risk Description / Liability	Controls in Place	Proposed Management Actions	Impact	Likelihood	Residual Risk Score	Potential Impact	Weighting	Weighted Amount
Major Incident	Operational procedures and planning.	Consider potential to obtain national funding under the Bellwin scheme.	2	2	4	£1,000,000	25%	£250,000
Environmental Issues (Flood Plain) and potential costs if sea defences fail	Funding only approved once necessary resources are in place	Part of Coastal defence strategy	3	1	3	£2,000,000	10%	£200,000
TOTAL PROPOSED MINIMUM LEVEL OF BA	ALANCES					£96,567,780		£42,933,478

In addition to the assessment of the identified individuals risks the Council also assess the risk against the overall total. A risk weighting of between the 1/3rd and 2/3rd band range would assess the range to be around £14.0 million as a minimum and around £28.0 million at the maximum.

CIPFA benchmarking would indicate un-earmarked reserves for a unitary council should be maintained between £14.1 (5%) and £28.2 (10%) of the Councils Net Revenue Expenditure

The proposal is that un-earmarked reserves for BCP are maintained at £15.4m (5.5%) which is at the lower end of the range.

Maintaining reserves at the lower end of the spectrum can only be supported due to the inclusion of a base budget revenue contingency alongside the financial resilience reserve and the approach of borrowing in support of the capital programme.

RESERVES RISK ASSESSMENT

SCORING MATRIX

LIKELIHOOD

	Severe / Catastrophic Over £2.5m	4	4 (25%)	8 (75%)	12 (100%)	16 (100%)
IMPACT	Major £1m to £2.5m	3	3 (10%)	6 (50%)	9 (100%)	12 (100%)
MP	Moderate £500k to £1m	2	2 (10%)	4 (25%)	6 (50%)	8 (75%)
Minor Below £500k		1 (10%)		2 (10%)	3 (10%)	4 <i>(</i> 25%)
			1	2	3	4
			Unlikely	Possible	Likely	Very Likely
			May occur in time but very infrequent, perhaps once in a lifetime	May occur occasionally, perhaps open overy few years	Likely to occur imminently or within the next few months	Will occur or does occur regularly
			• Odds of 100-1 to 1000-1	once every few years Odds of 10-1 to 99-1	to a year Odds of 10-1 to Evens	 Odds of Evens or Absolute Certainty

[%] relates to the weighting which will be given to the potential impact to determine the reserve provision required.

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	Appendix 4 Capital Investment Programme	capital budget			5 - year total		
		2021/22	2022/23	2023/24	2024/25		2021 to 2026
		£'000	£'000	£'000	£'000	£'000	£'000
SC	Integrated Community Equipment Store	1,872	1,545	1,545	1,545	1,545	8,050
∢	Adult Social Care	1,872	1,545	1,545	1,545	1,545	8,050
	Avonbourne Academy - phase 1 (feasibility)	100	0	0	0	0	100
	Avonbourne Academy - phase 2 (delivery) Feasibility Studies	800 300	0	0	0	0	800 300
	St Aldhems - additional provision	610	0	0	0	0	610
	Carter Community College Ocean Academy	260 140	0	0	0	0	260 140
	Additional school places	2,210	0	0	0	0	2,210
Children's Services	School condition surveys	100	0	0	0	0	100
Serv	Children's centres urgent works	100	0	0	0	0	100
u,s	Contingency for schools capital maintenance	150	0	0	0	0	150
dre	Hillbourne school Access projects	5,710 25	510 0	70 0	0	0	6,290 25
Si.	Health & Safety works (schools)	40	0	0	0	0	40
	School condition improvements	6,035	510	70	0	0	6,615
	Bournemouth Learning Centre	500	0	0	0	0	500
	SEND feasibility Special school Satellite Somerford	100 980	0	0	0	0	100 980
	Somerford	25	0	0	0	0	25
	SEND provision	1,605	0	0	0	0	1,605
<u>a</u>	South East Dorset Multi-modal Transport Model	50	0	0	0	0	50
Ō	STB, DfT, LCWIP, OBC Development & Bidding	240	0	0	0	0	240
할	Programme Management Fees Advanced Design for Future LTP Schemes (new code)	75 480	0	0	0	0	75 480
Pot	Boscombe Towns Fund (provisional allocation to support grant bid)	0	0	750	750	750	2,250
and	Active Travel Fund - Baiter/Whitecliff cycleway	850	0	0	0	0	850
lan	Active Travel Fund - Permanent Tranche 1 schemes Active Travel Fund - Programme monitoring	282 130	0	0	0	0	282 130
Ŧ.	Road Safety - Safety Improvements	100	0	0	0	0	100
nspo	Longfleet Drive Recreation Road Traffic Calming	10 9	0	0	0	0	10 9
cluding <u>indicative</u> Local Transport Plan and Pothole	Sopers Lane Zebra Crossing	60	0	0	0	0	60
cal	Road Safety: Safety Improvements - Pedestrian Crossings Road Safety: Casualty Reduction Measures, Cluster Sites	200 100	0	0	0	0	200 100
9	Road Safety: Safe Routes to School (SRTS)	280	0	0	0	0	280
ati,	Rights of Way Business Travel Network	50 20	0	0	0	0	50 20
ndio	Electric vehicle infrastructure	20	0	0	0	0	20
i gu	Dropped crossings/Accessibility improvements	50	0	0	0	0	50
<u>i</u>	Walking and Cycling improvements Minor Transportation Works	100 70	0	0	0	0	100 70
(inc	Intelligent Transport Systems (ITS) & Data Collection	150	0	0	0	0	150
)ce	National Passenger Travel Information	25	0	0	0	0	25
enar	Bus Facilities BTN - Organisational Travel Planning	240 30	0	0	0	0	240 30
aint	DfT indicative unallocated integrated transport block LTP funding	0	1,618	828	2,328	2,328	7,102
Ē	Highways improvements (integrated transport block LTP grant)	3,621	1,618	1,578	3,078	3,078	12,973
turi.	Challenge Fund - A35 Commercial Road Challenge Fund - A3060 Castle Lane West	261 1,520	0	0	0	0	261 1,520
struc	Challenge Fund - A3060 Castle Lane West Challenge Fund - A35 Poole Road	200	0	0	0	0	200
ۊ	Challenge Fund - A35 Christchurch Road	349	0	0	0	0	349
ле а	Challenge Fund - A341 Wimborne Road Challenge Fund - Programme Management Fees	735 100	0	0	0	0	735 100
outi	Surface treatment - e.g. Road markings, planned patching, micro asphalt	940	0	0	0	0	940
본	Planned pre-patching (Streetscene) Resurfacing Programme	200 1,300	200	200	200	200	1,000 1,300
two	Bridge Maintenance works	400	0	0	0	0	400
s ne	Principal Inspection Programme	100	0	0	0	0	100
way	Bridge Maintenance (including Waterloo) Christchurch Bypass over the Mude (West of Somerford Rbt)	320 140	0	0	0	0	320 140
Regeneration & Economy - highways network routine and structural maintenance	Footpath resurfacing (including Footway slurry)	150	0	0	0	0	150
y - h	Special Drainage (BCP)	125 80	0	0	0	0	125 80
mou	Surveys & software Street Lighting Maintenance	350	0	0	0	0	350
Con	Street Lighting Investment project	540	0	0	0	0	540
∞5	Programme Management Fees Maintenance (Poole) DfT indicative unallocated structural maintenance LTP funding	80 0	0 3,009	0 3,525	0 3,525	0 3,525	80 13,584
ation	Routine and structural maintenance (structural maintenance LTP grant)	7,890	3,209	3,725	3,725	3,725	22,274
nera	Capital Maintenance (Streetscene)	500	500	500	500	500	2,500
ege	DfT indicative unallocated pothole & challenge fund allocation	2,364	2,364	2,364	2,364	2,364	11,820
<u>CC</u>	Pothole management	2,864	2,864	2,864	2,864	2,864	14,320
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Regeneration & Economy Coastal Protection

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Transforming Cities Fund £79m TCF grant funded element	35,040	25,468	0	0	0	60,508
C- Bus Infrastructure (2022/23 LTP ITB funded)	180	240	0	0	0	420
Employment sites (2022/23 LTP ITB funded)	50	75	0	0	0	125
Educational sites (2022/23 LTP ITB funded)	50	50	0	0	0	100
E- Bike Sharing and E-Bikes (2022/23 LTP ITB funded)	0	745	0	0	0	745
Westbourne Corridor (2022/23 and 2023/24 LTP ITB funded)	100	350	1,500	0	0	1,950
Town Centre Walking Improvements	215	0	0	0	0	215
Carter works (C3 (Section 2)	40	0	0	0	0	40
Transforming Cities Fund - BCP managed schemes	35,675	26,928	1,500	0	0	64,103
A4 Corridor	5,800	5,000	0	0	0	10,800
Transforming Cities Fund - Dorset managed schemes	5,800	5,000	0	0	0	10,800
Wallisdown Connectivity boundary - Growth Deal	169	0	0	0	0	169
DLEP Town side Access to the Port of Poole	163	0	0	0	0	163
Ferndown, Wallisdown, Poole Corridor (2022/23 LTP struct maint funded)	1,548	516	0	0	0	2,064
Other major programmes	1,880	516	0	0	0	2,396
Poole Bay Beach Management 2020-2031	3,265	8,381	3,451	1,788	8,417	25,302
Poole Bay	3,265	8,381	3,451	1,788	8,417	25,302
	1, 11	-,		,	- ,	-,
Poole Bridge to Hunger Hill (PB2HH)	4,000	8,500	0	0	0	12,500
Poole Bridge to Hunger Hill - flood defence	4,000	8,500	0	0	0	12,500
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Christchurch Coast Protection Work	228	0	0	0	0	228
Christchurch Bay and Harbour FCERM Strategy	300	100	0	0	0	400
Partnership funding for future schemes	100	0	0	0	0	100
Dorset Coastal Asset Database	152	0	0	0	0	152
Other coastal protection	780	100	0	0	0	880
Other coastal protection	700	100	U	U	· ·	000
Heart of Doole - Revised MasterPlan	940	0	0	0	0	840
Heart of Poole - Revised MasterPlan Boscombe Regeneration - Churchill Gardens	840 113	0	0	0	0	113
Boscombe Town's Fund - Business Case Development	137	0	0	0	0	137
Smart Places Team - economics analyser	34	0	0	0	0	34
Poole High Street - Heritage Action Zone	100	336	336	0	0	772
<u> </u>	895			0	0	895
Oakdale Skills & Learning Centre - Relocation to Dolphin Centre		0	0	0	0	
Town centres regeneration	2,119	336	336	U	U	2,791
DI ED Lacadamas Businasa District	0.000	0	0	0	0	0.000
DLEP Lansdowne Business District	2,896	0	0	0	0	2,896
Lansdowne business district	2,896	0	0	0	0	2,896
Holes Bay Development	753	0	0	0	0	753
Wessex Fields land disposal (highways infrastructure works)	2,100	0	0	0	0	2,100
Holes Bay & Wessex Fields	2,853	0	0	0	0	2,853
Mallard Road Investment	379	0	0	0	0	379
Parkway House (insurance and landlord works)	340	0	0	0	0	340
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy	340 50	0	0	0	0	340 50
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan	340 50 1,750	0 0	0 0	0 0	0 0	340 50 1,750
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund	340 50 1,750 86	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	340 50 1,750 86
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan	340 50 1,750	0 0	0 0	0 0	0 0	340 50 1,750
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets	340 50 1,750 86 2,604	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	340 50 1,750 86 2,604
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project)	340 50 1,750 86 2,604	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy	340 50 1,750 86 2,604	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604 191
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project	340 50 1,750 86 2,604 191 90 1,491	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid	340 50 1,750 86 2,604	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum	340 50 1,750 86 2,604 191 90 1,491	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion	340 50 1,750 86 2,604 191 90 1,491 182 100 100	0 0 0 0 0 0 0 0 70 0 278	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum	340 50 1,750 86 2,604 191 90 1,491 182 100	0 0 0 0 0 0 0 0 0 70 0 278	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion	340 50 1,750 86 2,604 191 90 1,491 182 100 100	0 0 0 0 0 0 0 0 70 0 278	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion	340 50 1,750 86 2,604 191 90 1,491 182 100 100	0 0 0 0 0 0 0 0 70 0 278	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture	340 50 1,750 86 2,604 191 90 1,491 182 100 100 2,154	0 0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 0 0 50 0	0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs)	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600	0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 0 0 50 0 50	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion	340 50 1,750 86 2,604 191 90 1,491 182 100 100 2,154 600 1,250	0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 0 0 50 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs	340 50 1,750 86 2,604 191 90 1,491 182 100 100 2,154 600 1,250 0	0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 0 50 0 50	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs Canford Cliffs development	340 50 1,750 86 2,604 191 90 1,491 182 100 100 2,154 600 1,250 0	0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 0 50 0 50	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs	340 50 1,750 86 2,604 191 90 1,491 182 100 100 2,154 600 1,250 0	0 0 0 0 0 0 0 0 70 0 278 0 348	0 0 0 0 0 0 0 0 0 50 0 50	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs Canford Cliffs development Pier Approach - Phase 2 Sandbanks Pavilion	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600 1,250 0 1,850 53 25	0 0 0 0 0 0 0 0 70 0 278 0 348 0 0 3,050 3,050	0 0 0 0 0 0 0 0 0 0 50 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs Canford Cliffs development Pier Approach - Phase 2 Sandbanks Pavilion Durley Chine Environmental Innovation Hub	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600 1,250 0 1,850 53 25 1,423	0 0 0 0 0 0 0 70 0 278 0 348 0 0 3,050 3,050	0 0 0 0 0 0 0 0 0 0 50 0 0 50 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900 53 25 1,423
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavillion New Beach Huts - Canford Cliffs Canford Cliffs development Pier Approach - Phase 2 Sandbanks Pavilion Durley Chine Environmental Innovation Hub Prom Café expansion & Green Living Wall Trail	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600 1,250 0 1,850 53 25 1,423 29	0 0 0 0 0 0 0 0 70 0 278 0 348 0 3,050 3,050 0 0	0 0 0 0 0 0 0 0 0 0 50 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900 53 25 1,423 29
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavilion New Beach Huts - Canford Cliffs Canford Cliffs development Pier Approach - Phase 2 Sandbanks Pavilion Durley Chine Environmental Innovation Hub Prom Café expansion & Green Living Wall Trail Bistro Redevelopment	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600 1,250 0 1,850 53 25 1,423 29 3,277	0 0 0 0 0 0 0 0 70 0 278 0 348 0 3,050 3,050 0 0 0 0 3,463	0 0 0 0 0 0 0 0 0 50 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900 53 25 1,423 29 6,740
Parkway House (insurance and landlord works) Potential Land Acquisition Strategy BIC Medium Term Refurbishment Plan Major Development Projects - External Advice Fund Commercial assets Highcliffe Castle, (inc Phoenix Flies Project) Christchurch Town Centre Strategy Upton Country Park - Discovery project Poole Museum HLF Round One Bid Scaplen's Court Museum Whitecliff Pavillion Arts & culture Cliff Stabilisation Works (Canford Cliffs) Canford Cliffs Pavillion New Beach Huts - Canford Cliffs Canford Cliffs development Pier Approach - Phase 2 Sandbanks Pavilion Durley Chine Environmental Innovation Hub Prom Café expansion & Green Living Wall Trail	340 50 1,750 86 2,604 191 90 1,491 182 100 2,154 600 1,250 0 1,850 53 25 1,423 29	0 0 0 0 0 0 0 0 70 0 278 0 348 0 3,050 3,050 0 0	0 0 0 0 0 0 0 0 0 0 50 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	340 50 1,750 86 2,604 191 90 1,561 182 428 100 2,552 600 1,250 3,050 4,900 53 25 1,423 29

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iv & Community - estates

nvironment & Community - Waste inagement, Parks and Open Spaces

esources - ICT Investment, Transformation Programme and BCP Civic Space

Disablity from sample affocation 3,502 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1,974 1			l	l	l	1	
Community Land Trust Project (Affordable housing)	Disabled Facilities Grant - indicative allocation	3,502	1,974	1,974	1,974	1,974	11,397
Private Sector Renewal-warmth & well-being	Disability homes adaptations	3,502	1,974	1,974	1,974	1,974	11,397
Private Sector Renewal-warmth & well-being							
Temporary Accommodation (Christchurch)				_			
Name Section Section	<u> </u>			_			
New Temporary Accommodation Portfolio				_			
Millon House	Minor housing schemes	682	0	0	0	0	682
Millon House							
Princess Road - Hostel Accommodation							
Pincess Road - Private Rented Sactor							
Major louising schemes			· ·				
BH Live asset maintenance							
Leisture estate management	Major housing schemes	13,302	6,185	0	0	0	19,487
Leisture estate management							
Christchurch Priory, Wall Repairs							
Honeycombe Chine - waterproofing	Leisure estate management	518	518	518	518	518	2,590
Honeycombe Chine - waterproofing							
Russell Cotes Museum - Fire Protection 40 0 0 0 40 Civic estate management 185 0 0 0 0 185 Public Conveniences 325 0 0 0 0 325 Waste, street cleansing & fleet operations 325 0 0 0 0 325 Poole Park Miniature Railway 330 0 0 0 0 325 Poole Park Miniature Railway 330 0 0 0 0 62 Newsom - Turners Nursery 50 0 0 0 0 62 Newsom - Turners Nursery 50 0 0 0 0 62 Poole Park - delivery phase 423 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
Public Conveniences				_			
Public Conveniences		_					
Waste, street cleansing & fleet operations 325 0	Civic estate management	185	0	0	0	0	185
Waste, street cleansing & fleet operations 325 0	Dublic Communication	605					205
Poole Park Miniature Railway							
Alexandra Park Play and Open Space improvements 62 0 0 0 62 Newtown - Turners Nursery 50 0 0 0 0 50 Poole Park - delivery phase 423 0 0 0 0 423 Fernheath Playing fields - construction of new pavilion 550 0 0 0 0 550 Kings Park Athletic Centre - track resurfacing and facilities upgrade 252 0 0 0 0 252 Christchurch Legacy Play areas 190 0 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 1,857 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 170 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 170 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	waste, street cleansing & fleet operations	325	0	0	0	0	325
Alexandra Park Play and Open Space improvements 62 0 0 0 62 Newtown - Turners Nursery 50 0 0 0 0 50 Poole Park - delivery phase 423 0 0 0 0 423 Fernheath Playing fields - construction of new pavilion 550 0 0 0 0 550 Kings Park Athletic Centre - track resurfacing and facilities upgrade 252 0 0 0 0 252 Christchurch Legacy Play areas 190 0 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 1,857 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 170 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 170 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Deale Deal Ministers Deiburg	200	0	0	0	0	000
Newtown - Turners Nursery							
Poole Park - delivery phase	, , , ,			_			
Fernheath Playing fields - construction of new pavilion 550 0 0 0 0 0 252							
Kings Park Athletic Centre - track resurfacing and facilities upgrade 252 0 0 0 252 Christchurch Legacy Play areas 190 0 0 0 0 1,857 Parks management 1,857 0 0 0 0 1,857 Canford Heath (East & West) Open Space improvements 170 0 0 0 0 1,857 Auscal (East & West) Open Space improvements 170 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0							
Christchurch Legacy Play areas							
Parks management				_			
Canford Heath (East & West) Open Space improvements							
Muscliff Natural Burial Ground 50 0 0 0 50 New Car park at Vicarage Fields (adj Cherry Tree Nursery) 60 0 0 0 0 60 Paradise Walk (Landscaping/Fencing) 50 0 0 0 0 0 50 Coastal Country Park (SANG) 250 0 0 0 0 250 Open spaces management 580 0 0 0 0 580 Enterprise Comms (WAN Migration) 250 0 0 0 0 250 Enterprise Comms (Telephony) 17 0 0 0 0 17 ICT investment 375 0 0 0 0 375 ICT investment plan 642 0 0 0 0 375 ICT investment plan 642 0 0 0 0 2,767 Backup and Security Tools 50 0 0 0 0 2,767 Bascup and Secu	Faiks management	1,037	-	-	-		1,037
Muscliff Natural Burial Ground 50 0 0 0 50 New Car park at Vicarage Fields (adj Cherry Tree Nursery) 60 0 0 0 0 60 Paradise Walk (Landscaping/Fencing) 50 0 0 0 0 0 50 Coastal Country Park (SANG) 250 0 0 0 0 250 Open spaces management 580 0 0 0 0 580 Enterprise Comms (WAN Migration) 250 0 0 0 0 250 Enterprise Comms (Telephony) 17 0 0 0 0 17 ICT investment 375 0 0 0 0 375 ICT investment plan 642 0 0 0 0 375 ICT investment plan 642 0 0 0 0 2,767 Backup and Security Tools 50 0 0 0 0 2,767 Bascup and Secu	Canford Heath (East & West) Open Space improvements	170	0	0	0	0	170
New Car park at Vicarage Fields (adj Cherry Tree Nursery)							
Paradise Walk (Landscaping/Fencing)	111						
Coastal Country Park (SANG)				_			
Den spaces management S80				_			
Enterprise Comms (WAN Migration)							
Enterprise Comms (Telephony)	open spasse management						000
Enterprise Comms (Telephony)	Enterprise Comms (WAN Migration)	250	0	0	0	0	250
ICT investment 375							
CT investment plan				_			
Laptops and Auto Pilot 2,367 400 0 0 0 2,767 Backup and Security Tools 50 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0<				_			
Backup and Security Tools		† ·				† Ť	
Backup and Security Tools	Laptops and Auto Pilot	2,367	400	0	0	0	2,767
Master Data Management 300 0 0 0 0 300 IT Hardware (Capital one-off costs) 20 600 0 0 0 620 Transformation programme - capital 2,737 1,000 0 0 0 3,737 BCP Civic - building alterations - BCP Civic 719 0 0 0 0 719 BCP Civic - Plant, equipment, fixtures and fittings 282 0 0 0 0 282 ICT investment 66 0 0 0 0 0 66 0 0 0 0 66 0 0 0 0 0 66 0 0 0 0 0 0 66 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0				_			
T Hardware (Capital one-off costs)		300	0	0	0	0	
Contingency		20	600	0	0	0	620
BCP Civic - building alterations - BCP Civic 719			1,000	0	0	0	3,737
BCP Civic - Plant, equipment, fixtures and fittings 282 0 0 0 0 282 ICT investment 66 0 0 0 0 0 66 ICT Control Room relocation (not Corporate ICT delivered) 53 0 0 0 0 0 53 Bournemouth Customer Services - (Buildings and Fittings) 400 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0							
ICT investment		719	0	0	0	0	719
ICT Control Room relocation (not Corporate ICT delivered) 53 0 0 0 0 0 400 Bournemouth Customer Services - (Buildings and Fittings) 400 0 0 0 0 0 400 Christchurch Customer Services - (Buildings and Fittings) 210 0 0 0 0 0 210 Poole Dolphin Centre Customer Services - (Buildings and Fittings) 280 0 0 0 0 280 Coroners Service (Buildings and Fittings) 350 0 0 0 0 350 Contingency 401 0 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760		282	0	0	0	0	282
Bournemouth Customer Services - (Buildings and Fittings) 400 0 0 0 0 400 Christchurch Customer Services - (Buildings and Fittings) 210 0 0 0 0 210 Poole Dolphin Centre Customer Services - (Buildings and Fittings) 280 0 0 0 0 280 Coroners Service (Buildings and Fittings) 350 0 0 0 0 350 Contingency 401 0 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760		66	0	0	0	0	66
Christchurch Customer Services - (Buildings and Fittings) 210 0 0 0 0 210 Poole Dolphin Centre Customer Services - (Buildings and Fittings) 280 0 0 0 0 280 Coroners Service (Buildings and Fittings) 350 0 0 0 0 350 Contingency 401 0 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760		53	0				53
Poole Dolphin Centre Customer Services - (Buildings and Fittings) 280 0 0 0 0 280 Coroners Service (Buildings and Fittings) 350 0 0 0 0 350 Contingency 401 0 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760	(0 0)	400	0	0	0	0	400
Coroners Service (Buildings and Fittings) 350 0 0 0 0 350 Contingency 401 0 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760		210	0	0	0	0	210
Contingency 401 0 0 0 401 BCP civic space 2,760 0 0 0 0 2,760		280	0			0	280
BCP civic space 2,760 0 0 0 0 2,760	Coroners Service (Buildings and Fittings)	350		_			350
Total BCP Capital Programme 124,834 76,044 17,610 15,491 22,120 256,100	BCP civic space	2,760	0	0	0	0	2,760
Total BCP Capital Programme 124,834 76,044 17,610 15,491 22,120 256,100							
	Total BCP Capital Programme	124,834	76,044	17,610	15,491	22,120	256,100

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Appendix 4a - Turlin Moor Summary Report

- In January 2017 the Homes and Communities Agency, now Homes England (HE) launched a funding package, the Local Authority Accelerated Construction (LAAC) Fund Programme. The opportunity was to enable housing sites to come forward and commence on site using off-site modern methods of construction by March 2022.
- 2. Housing demand across BCP is high and there are expectations in the Local Plan that need to be delivered in terms of the completion of additional new homes.
- 3. Homes England approved a formal grant offer and an agreement was issued for an award of £3,838,000, signed by the Council in August 2019. To date no claims have been made by the Council or paid by Homes England.
- 4. A multidisciplinary technical team of Atkins/Savills were appointed in January 2020 and significant progress was made in respect of the technical matters relating to the site remediation, site surveys, ecology surveys, drainage, and highways, to enable the master plan options to be developed fully. The preapplication planning process was commenced in summer 2020.
- 5. Due to the impact of the pandemic, a delayed timetable with face-to-face community engagement was developed with the intention for this to take place in March 2021 at the latest to inform a planning application process. It is now clear that face-to-face engagement will not be possible within this timeline leading up to the Homes England programme deadline of March 2022. Full community engagement is necessary for this site to proceed.
- 6. Homes England has been informed of the delayed timeframe and no longer being able to deliver the milestones of March 2022 requiring all site remediation work to be completed and invoiced. It has been agreed, due to unforeseen circumstances which have affected the compliance with the terms of the agreement, that neither the Council nor Homes England will be taking forward the provision of the LAAC Grant award. Both parties will continue to seek opportunities to work together in the future to support the provision of housing, but the grant to the project shall be cancelled and will not be available.
- 7. Work with English Nature, Environment Agency, Sport England and high-level viability work continues, to ensure that the Community Engagement is developed on full information showing both the site constraints and opportunities when we are able to safely commence the engagement.
- 8. Work will also continue on the community engagement approach over the next period so that we can implement this when it is safe to do so. It is critical that the community are fully informed as to the opportunities and constraints of the site as part of these discussions as they progress to help shape the plans.

Summary of legal implications

9. The termination of the funding agreement will be dealt with by HE as a result of milestones no longer being achievable.

Summary of environmental impact

10. The request for a screening opinion, in respect of an Environmental Impact Assessment was submitted to BCP Council and the opinion was issued in September 2020 confirmed a full EIA was not needed for the future Planning Application.

Summary of public health implications

11. The impact of the COVID-19 pandemic has caused all face to face public engagement to be paused. This project will be delayed until comprehensive face to face engagement can be held safely.

Summary of equality implications

12. Delaying the consultation process until face to face engagement is possible, will provide the most inclusive process as this will ensure that those residents who are not able to engage digitally will have the opportunity to be fully involved.

Summary of financial implications

13. A Council Capital Budget was approved in the sum of £420,000. To date £385,766 has been committed and £240,935 spend to date (including invoices authorised for payment but not yet on financial system). This phase of works is expected to complete within £420k approved capital budget allocation. External project management fees are funded from a separate approved capital budget of £53k.

	Budget £	Commitment to date £	Actual expenditure to date £
Architects fees *	100,000	198,140	128,184
Planning Advice *	30,000		
Flood Risk assessment Fees *	25,000		
Noise Assessment *	20,000		
Transport *	15,000	1,250	1,250
Site Survey	17,000	60,520	20,407
Ecological Fees	35,000	20,536	569
Remediation Consultants Fees	70,000	83,464	80,169
Miscellaneous costs	0	4,975	4,975
Cost Advice & Viability testing	40,000	11,500	0
Legal Costs	10,000	3,131	3,131
Planning Application Fees	18,000	2,250	2,250
Project Manager/Employers Agent fees	40,000	0	0
Total	420,000	385,766	240,935

^{*} Combined appointment

- 14. The additional £138k of s106 housing contribution allocated to the pre-planning phase of Turlin Moor (to replace Homes England grant funding) utilises s106 housing contributions repurposed from other capital projects within the capital programme. This is made possible by the application of Right to Buy receipts to these projects instead of previously approved s106 housing contributions.
- 15. As no Homes England grant funding has yet been drawn down, the council is not in a position where it must repay grant funding.
- 16. The £420k 'pre-planning permission' spend will now be entirely funded from BCP resources (s106 housing contributions and prior year budget underspends). There is the potential for this funding to be recovered over time when the project commences to delivery phase, and a deal is potentially entered into with a development partner. However, there is a risk that if the project does not go forward to delivery stage, the £420k pre-planning spend is aborted as sunk costs that are not recoverable.
- 17. The ongoing relationship with HE is key to the future plans of BCP. There is likely to be opportunities to bid for funding for the project at a future date, when there is certainty of delivery and a planning consent has been achieved, although there is no guarantee at this time. Both parties will continue to seek opportunities to work together in the future to support the provision of housing.
- 18. Securing new grant funding will increase the financially viability of the longer-term development for potential future development partners, which reduces the financial risk of aborted spend.

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Bournemouth, Christchurch and Poole Council (BCP) Treasury Management Strategy Statement 2021/22

Introduction

Background

- The Council defines its treasury management activities as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." Part of the treasury management operation is to ensure that the cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- Revised reporting is required for the 2019/20 onwards reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately.

Reporting Requirements

- 4 **Capital Strategy** The CIPFA revised 2017 Prudential and Treasury Management Codes require, from 2019-20, all local authorities will prepare an additional report, a capital strategy report, which will provide the following:
 - a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security,

- liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.
- The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.
- 6 **Prudential and treasury indicators and treasury strategy** The first, and most important report covers:
 - a The capital plans (including prudential indicators);
 - b A minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
 - c The treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
 - d An investment strategy (the parameters on how investments are to be managed).
- 7 **Periodic treasury management report** This will update members with the progress of the capital position, amending prudential indicators if necessary, and whether any policies require revision. This role is undertaken by the Audit and Governance Committee.
- 8 An annual treasury management report This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- 9 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Audit and Governance Committee.

Treasury Management Strategy for 2021/22

10 The strategy for 2021/22 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.
- 11 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury

Management Code and MHCLG Investment Guidance.

Training

- The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsibe for scrutiny. Training was provided to all members on the 7th January 2020 with support from the Councils Treasury Management advisors. It is not envisaged that more training will be required in 2021/22 but will look to arrange training for January 2022.
- 13 The training needs of treasury management officers are periodically reviewed.

Treasury management consultants

- 14 The Councils Treasury Management advisors are Link Asset Services.
- The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources.

The Capital Prudential Indicators 2021/22 - 2023/24

The Council's capital expenditure plans have a key influence over the treasury management activity. The capital expenditure plans are reflected in the prudential indicators, which are designed to assist members' in considering the impact and risk of this Council's capital expenditure plans.

Capital expenditure

17 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
General Fund	112,142	126,660	74,815	20,039
HRA	39,532	56,477	50,394	42,159
Total	151,674	183,137	125,209	62,198

18 The following tables summarise the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

General Fund and Commercial Activity Capital Expenditure

Capital expenditure	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
General Fund Total	112,142	126,660	74,815	20,039
Financed by:				
Capital receipts	444	14,298	-	-
Capital grants & Contributions	69,565	77,171	52,297	16,650
Revenue Contributions	720	518	518	518
Reserve Contributions	10,029	4,963	7,775	2,450
Prudential Borrowing in HRA Transfers	31,384	29,710	14,225	421
Total financing for the year	112,142	126,660	74,815	20,039

HRA Capital Expenditure

Capital expenditure	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
HRA Total	39,532	56,477	50,394	42,159
Financed by:				
Capital receipts	4,268	6,551	10,007	7,703
Major Repairs Allowance	21,519	26,913	12,677	11,514
Other Contributions	8,161	6,514	6,210	6,142
Prudential Borrowing	5,584	16,500	21,500	16,800
Total financing for the year	39,532	56,477	50,394	42,159

The Council's borrowing need (the Capital Financing Requirement)

- The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.
- The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life, and so charges the economic consumption of capital assets as they are used.
- The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.
- 22 The Council is asked to approve the CFR projections overleaf:

	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
Capital Financing Requirement				
CFR – General Fund	330,041	348,667	350,528	339,717
CFR – HRA	145,929	162,429	183,929	200,729
CFR - IAS16 leases estimated impact	-	6,754	6,754	6,754
Total CFR	475,970	517,850	541,211	547,200
Movement in CFR	27,522	41,880	23,361	5,989
Movement in CFR represented by				
Net movement in borrowing for the year (above)	36,968	46,210	35,725	17,221
CFR - IAS16 leases estimated impact	0	6,754	0	0
Less MRP/VRP and other financing movements	(9,446)	(11,084)	(12,364)	(11,232)
Movement in CFR	27,522	41,880	23,361	5,989

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any borrowing in relation to the authority's overall financial position. The capital expenditure figures, and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Council's remaining activity.

Minimum Revenue Provision (MRP) policy statement

- 24 The Council is required to make a Minimum Revenue Provision (MRP). It is a statutory requirement to make a charge to the Council's General Fund to make provision for the repayment of the Council's past capital debt and other credit liabilities.
- MHCLG regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to Councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement.
- For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be either:
 - Existing practice MRP will follow the existing practice outlined in former CLG regulations (option 1);
 - Based on CFR MRP will be based on the CFR (option 2);
- These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.
- 28 From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be either:
 - Asset life method MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

- Depreciation method MRP will follow standard depreciation accounting procedures (option 4);
- The type of approach intended by the MRP guidance is clearly to enable local circumstances and discretion to play a part, as the guidance in general contains a set of recommendations rather than representing a prescriptive process. The guidance makes it clear that Councils can follow an alternative approach, provided they still make a prudent provision.
- 30 It was agreed by members of previous Councils that the following MRP policy was applied from 2016/17 onwards:
 - In respect of all supported borrowing, capital expenditure incurred prior to 2016/17 (excluding assets acquired under PFI or finance lease arrangements) MRP will be provided at a rate of 2% on a straight-line basis to ensure the balance is fully cleared over the period in line with the useful life of the assets.
 - In respect of all unsupported borrowing, capital expenditure incurred prior to 2016/17 (excluding assets acquired under PFI or finance lease arrangements) the Council will apply the Asset life method as used in previous years and will apply an average life of 25 years for the unsupported borrowing requirement to be repaid over based on historical schemes that have required and applied unsupported borrowing.
 - MRP charges from 1 April 2004 to 31 March 2016 exceeded what prudence required during the period under this revised policy. There will be a realignment of MRP charged to the revenue account in 2016/17 and subsequent years to recognise this excess sum. Total MRP after applying realignment will not be less than zero in any financial year.
 - In respect of capital expenditure incurred in 2016/17 and subsequent financial years MRP will be provided at a rate of 4% on the written down balance.
- In 2017/18 a proposed change was made that the 4% write down method will be used for all assets except for significant individual schemes exceeding £10m (such as asset investments) for which the specific asset life will be used for MRP purposes.
- 32 To allow for further flexibility in the Council MRP policy the Council will look at using specific asset life for individual schemes to ensure the debt repayments are reflective of the value these assets bring.
- There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).
- 34 Repayments included in annual PFI or finance leases are applied as MRP.

Borrowing

The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of approporiate borrowing facilities. The strategy covers the relevant treasury / prudential

indicators, the current and projected debt positions and the annual investment strategy.

Current portfolio position

37

36 The overall Treasury Management portfolio as at 31 March 2020 and for the position as at 31 December 2020 are shown below for both borrowing and investments.

Treasury investments	Actual 31/03/2020 £'000	Actual 31/03/2020 %	Current 31/12/2020 £'000	Current 31/12/2020 %
Money Market Funds	9,685	12%	7,825	10%
Bank Deposits	10,000	12%	10,000	13%
Local Authorities	5,000	6%	5,000	7%
DMO	26,100	31%	0	0%
Call Account	33,040	40%	51,800	69%
Total Treasury Investments	83,825	100%	74,625	100%
Treasury External Borrowing				
PWLB	142,354	55%	142,146	66%
Local Authorities	100,000	38%	56,000	26%
Private Sector	17,785	7%	17,232	8%
Salix	1,016	0%	507	0%
Total External Borrowing	261,155	100%	215,885	100%
Net treasury investment / (borrowing)	(177,330)		(141,260)	

It should be noted that Bournemouth Borough Council secured a £49m forward loan which will be issued to BCP Council in May 2021.

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

External Debt	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
Treasury Debt at 1 April	261,155	202,905	269,981	297,613
PFI and Finance Lease Liability	8,520	8,076	7,632	7,188
Expected change in Debt	(66,770)	59,000	20,000	0
Actual gross debt at 31 March	202,905	269,981	297,613	304,801
The Capital Financing Requirement	475,970	517,850	541,211	547,200
Under / (over) borrowing	273,065	247,869	243,598	242,399

- Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current year and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.
- 40 The Council has complied with their prudential indicator in the current year and does not envisage difficulties for the future due to the large under borrowing

requirement. This view considers current commitments, existing plans, and the proposals in this budget report.

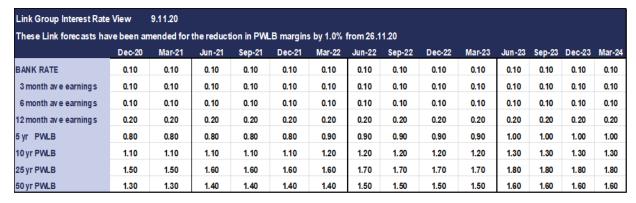
Treasury Indicators: limits to borrowing activity

- The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.
- The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
 - a This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Councils' plans, or those of a specific Council, although this power has not yet been exercised.
 - b The Audit and Governance Committee is asked to approve the following authorised limit:

	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
Operational boundary	550	600	650	700
Authorised limit	600	650	700	750

Prospects for interest rates

Link Asset Services as part of their service is to assist the Council to formulate a view on interest rates. The following table gives their view on the base rate and PWLB borrowing costs.



The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 5th November, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown, no increase in Bank Rate is expected in the forecast table above as economic recovery is expected to be only gradual and, therefore, prolonged.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- Investment returns are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
- 47 Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.
- On 25th November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -.
 - PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
 - PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
 - PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
 - PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
 - Local Infrastructure Rate is gilt plus 60bps (G+60bps)
- 49 Borrowing for capital expenditure. As Link's long-term forecast for Bank Rate is 2.00%, and all PWLB rates are under 2.00%, there is now value in borrowing from the PWLB for all types of capital expenditure for all maturity periods, especially as current rates are at historic lows. However, greater value can be obtained in borrowing for shorter maturity periods so the Council will assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs. Longer-term borrowing could also be undertaken for the purpose of certainty, where that is desirable.
- While BCP Council will not be able to avoid borrowing to finance new capital expenditure and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

Borrowing strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances

- and cash flow have been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that need to be considered.
- The Chief Financial Officer has the delegated responsibility to arrange such loans as are legally permitted to meet the Council's borrowing requirement and to arrange terms of all loans to the Council including amounts, periods and rates of interest.
- Against this background and the risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Chief Financial Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
 - a. if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.
 - b. if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

Policy on borrowing in advance of need

- The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling

- Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps decrease in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.
- 57 If rescheduling was done, it will be reported to the Audit and Governance Committee, at the earliest meeting following its action.

Approved Sources of Long- and Short-term Borrowing

On Balance Sheet PWLB Community municipal bonds Municipal bond agency Local authorities Banks Pension funds Insurance companies	Fixed	Variable • • • • • •
Market (long-term) Market (temporary) Market (LOBOs) Stock issues	•	•
Local temporary Local Bonds Local authority bills Overdraft Negotiable Bonds	•	•
Internal (capital receipts & revenue balances) Commercial Paper Medium Term Notes Finance leases	•	•

Annual Investment Strategy

Investment Policy

- The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (a separate report).
- 59 The Council's investment policy has regard to the following: -
 - MHCLG's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
 - CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

- In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro

and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Creditworthiness policy

- The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
 - a It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - b It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
- The Chief Financial Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to which types of investment instruments that can be used as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
- Credit rating information is supplied by Link Asset Services, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer-term change) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.
- The criteria for providing a pool of high-quality investment counterparties (both specified and non-specified investments) is:

Sovereign Ratings

AAA (non-UK)

(Rating Description: AAA = Prime Rating, AA+, AA, AA- = High Grade Rating)

Appendix 2 sets out the current list of countries that the Council can invest funds with.

The UK sovereign rating is currently AA. To ensure that the Treasury Function has capacity to operate effectively no specific minimum UK sovereign rating has been set out.

Selection Criteria

Banks 1 - the Council will use UK and non-UK banks which have, as a minimum at least one of, the following Fitch, Moody's and Standard & Poors credit ratings (where rated):

	Fitch	Moody's	Standard & Poors
Short Term	F1	P1	A-1
Long Term	A-	A3	A-

- 68 Investments will include term deposits, call accounts, notice accounts and Certificate of Deposits.
 - a Banks 2 Part nationalised UK bank Royal Bank of Scotland. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
 - b Banks 3 The Council's own bankers (HSBC, Lloyds and Barclays) for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
 - c Bank subsidiary and treasury operation The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
 - d Building societies. The Council will use societies which meet the ratings for Banks 1 outlined above.
 - e Money Market Funds (MMFs) Constant net asset value (CNAV)
 - f Money Market Funds (MMFs) Low-Volatility net asset value (LVNAV)
 - g Money Market Funds (MMFs) Variable net asset value (VNAV)
 - h Ultra-Short Dated Bond Funds with a credit rating of at least 1.25
 - i Ultra-Short Dated Bond Funds with a credit rating of at least 1.50
 - j Cash Plus Funds
 - k UK Government (including gilts, Treasury Bills and the Debt Management Account Deposit Facility (DMADF))
 - I Royal Bournemouth and Christchurch Hospital NHS Foundation trusts
 - m Local authorities, Parish Councils, BCP Council Companies (Subsidiaries) and Partnerships.
 - n Pooled Funds

Maximum Time and Monetary Limits applying to Investments

69 The maximum amount that can be invested in any one institution at the time of the investment (including call accounts) as a percentage of the total investment

portfolio has been reviewed and rationalised. All AA- and above rated institutions have a maximum limit of 25%, all A+, A or A- rated institutions have a maximum limit of 20%. For practical reasons where the average investment balance falls below £10m it may become necessary to increase the percentage limit to 33% at the time of investment (this only applies to call accounts and money market funds).

70 The maximum time and monetary limits for institutions on the Council's Counterparty List are as follows (these will cover both Specified and Non-Specified Investments):

	Long Term Rating	Money Limit	Time Limit
Banks 1 higher quality	AA-	25%	2 years
Banks 1 medium quality	А	20%	1 year
Banks 1 lower quality	A-	20%	6 months
Banks 2 category – part-nationalised			
RBS / Nat West	N/A	20%	2 years
Banks 3 category – Council's banker HSBC	AA-	25%	3 months
UK Government (including gilts, Treasury Bills and the DMADF)	AAA	25%	6 months
Local Authorities	N/A	20%	5 years
Royal Bournemouth and Christchurch Hospital NHS Foundation Trusts	N/A	Fixed investment £14.9m	15 years
Money Market Funds CNAV	AAA	25%	Instant access
Money Market Funds LVNAV	AAA	25%	Instant access
Money Market Funds VNAV	AAA	25%	Instant access
Ultra-Short Dated Bond Funds	N/A	25%	Unlimited
Cash Plus Funds	AAA	25%	Unlimited
UK Gilts	UK Sovereign	25%	5 years

Rate	
ixate	

Use of additional information other than credit ratings

71 Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information will be applied to compare the relative security of differing investment counterparties.

Investment strategy

In-house funds

72 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations

- 73 Bank Rate is unlikely to rise from 0.10% for a considerable period. It is very difficult to say when it may start rising so it may be best to assume that investment earnings from money market-related instruments will be sub 0.50% for the foreseeable future.
- 74 The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows (the long term forecast is for periods over 10 years in the future):
 - 2021/22 0.10%2022/23 0.10%2023/24 0.10%
 - 2024/25 0.25%
- The overall balance of risks to economic growth in the UK is probably now skewed to the upside, but is subject to major uncertainty due to the virus and how quickly successful vaccines may become available and widely administered to the population. It may also be affected by the deal the UK has agreed as part of Brexit.
- There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, or a return of investor confidence in equities, could impact gilt yields, (and so PWLB rates), in the UK.

Negative investment rates

77 While the Bank of England said in August / September 2020 that it is unlikely to introduce a negative Bank Rate, at least in the next 6 -12 months, and in November omitted any mention of negative rates in the minutes of the meeting of

the Monetary Policy Committee, some deposit accounts are already offering negative rates for shorter periods. As part of the response to the pandemic and lockdown, the Bank and the Government have provided financial markets and businesses with plentiful access to credit, either directly or through commercial banks. In addition, the Government has provided large sums of grants to local authorities to help deal with the COVID crisis; this has caused some local authorities to have sudden large increases in cash balances searching for an investment home, some of which was only very short term until those sums were able to be passed on.

- As for money market funds (MMFs), yields have continued to drift lower. Some managers have already resorted to trimming fee levels to ensure that net yields for investors remain in positive territory where possible and practical. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant there is a surfeit of money swilling around at the very short end of the market. This has seen a number of market operators, now including the DMADF, offer nil or negative rates for very short term maturities. This is not universal, and MMFs are still offering a marginally positive return, as are a number of financial institutions for investments at the very short end of the yield curve.
- Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government.

Investment treasury limit

80 The maximum period for investments will be 5 years except the Royal Bournemouth and Christchurch Hospital NHS Foundation Trusts investment.

Ethical Investing

This is an area of investing that is becoming increasingly considered by financial institutions and customers. Products from financial institutions are growing but still remain limited. To consider investing in sustainable deposits they will still need to meet our counterparty criteria and parameters set out earlier in the strategy. Investment guidance, both statutory and from CIPFA, makes clear that all investing must adopt SLY principles – security, liquidity and yield: ethical issues must play a subordinate role to those priorities. The Treasury team will continue to explore this area and report to members of any further developments.

Treasury Management Policy, Practices and Schedules

The Treasury Management Policy, Practices and Schedules remain unchanged from those presented alongside the 2019/20 budget process. These rarely change and any significant changes will be reported to Audit and Governance before implementation.

Appendices

Appendix 1 - Approved Countries for investments

Appendix 1: Approved countries for investments

AA-

• United Kingdom

AA

• France

AA+

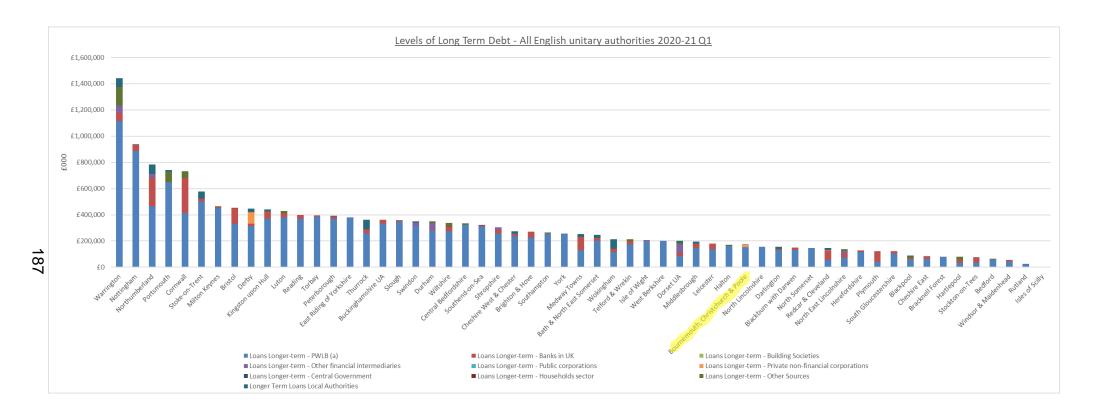
- Canada
- Finland
- U.S.A.

AAA

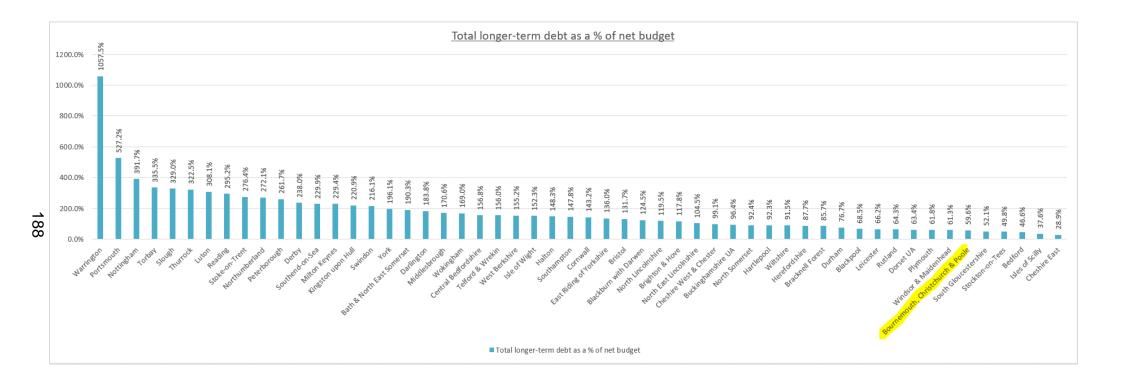
- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

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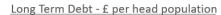
Appendix 5a - BCP Council Debt Benchmarking

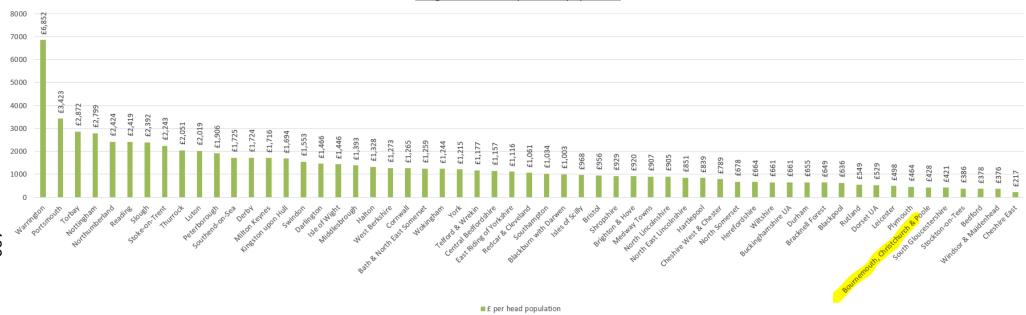


Appendix 5a – BCP Council Debt Benchmarking



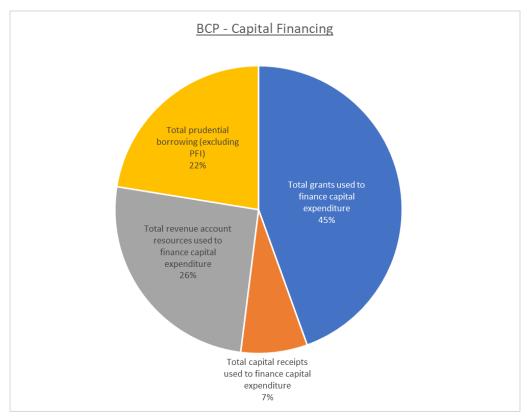
Appendix 5a – BCP Council Debt Benchmarking

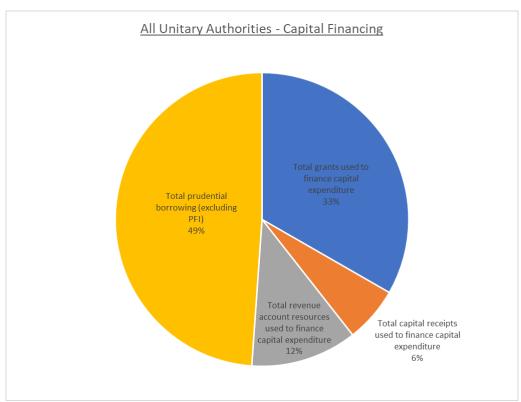




Appendix 5a – BCP Council Debt Benchmarking

Figure based on the 2020/21 Finance Year





Appendix 5b - Itemised Borrowing Decisions for BCP Council

	New In-Year Borrowing 2020/21 £'000	New In-Year Borrowing 2021/22 £'000	New In-Year Borrowing 2022/23 £'000	New In-Year Borrowing 2023/24 £'000	MTFP Total 2020 to 2024 £'000
Linwood School	-				-
Carter School (Supported Borrowing)	1,156	300			1,456
Various Schools (Supported Borrowing from Carter repurpose)		1,800			1,800
Hillbourne School (Supported Borrowing)	958	-	167	385	1,510
Total Children's Services	2,114	2,100	167	385	4,766
Malvern Day Centre Refurbishment	29				29
Figbury Lodge Construction	45				45
Figbury Lodge Care Workstream - including FFE/ICT	30				30
Total Adult Social Care	104	-	-	-	104
Canford Cliffs Pavilion	-	1,000			1,000
New Beach Huts - Canford Cliffs (cap prog refinancing)			135		135
New Beach Huts - Canford Cliffs (original)	-	-	2,915		2,915
Manor Steps Overnight Huts (9 Beach Lodges)	5				5
Fisherman's Walk	14	- 745			14
Mudeford Beach House Café Rougnomouth Pior Ruilding Ropovation	85	715			800
Bournemouth Pier Building Renovation Bistro Redevelopment	18	2 277	2 462		18 6,840
Bistro Redevelopment Bistro Redevelopment (revised spec)	- 100	3,277	3,463		0,840
Prom Café expansion & Green Living Wall Trail	2	29			30
Total Destination & Culture	223	5,021	6,513	-	11,757
Fleet Replacement	6,156		-	_	6,156
Garden waste bins	300				300
Kings Park Athletic Centre	-	126			126
Tuckton Gardens - new sewage connection	_	120			-
Muscliff Natural Burial Ground	_	250			250
Poole Park Miniature Railway	- 0	280			280
,	6,456	656			7,112
Total Environment (inc Parks and Open Spaces) Street Lighting Investment project	- 0	540	-	-	540
Total Highways Infrastructure	- 0	540		-	540
St Stephens	4,953	340			4,953
Temporary Accommodation Portfolio	1,895	8,662			10,557
Milton House (approved as part of Temp Acc portfolio)	760	140			900
Ensbury Park Library (approved as part of Temp Acc portfolio)	150	-	_		150
Duck Lane Phase 2	-	_	_		-
Princess Road - Hostel Accommodation	55	905	1,500		2,460
Princess Road - Private Rented Sector	84	1,376	4,685		6,145
Redevelopment of Princess Road/Prince of Wales Site	16	-	-,003		16
Total Major Projects - Housing	7,914	11,083	6,185		25,182
Parkway House	7,914	340	0,103		340
BIC Medium Term Refurbishment Plan	32	1,750	-		1,782
Skills & Learning Relocation to Dolphin Centre	-	495			495
Holes Bay Development	7,954	646	_		8,600
Wessex Fields Highways Infrastructure	7,954	2,100			2,100
Total Regeneration	7,985	5,331			13,317
Poole Bay Beach Management Plan	7,965	3,331	360	36	396
Total Coastal Protection		-	360	36	396
Bournemouth Pier Building Renovation (ceiling)	80				80
Bournemouth Pier Building Renovation (ceiling)	184				184
Russell Cotes	104	40			40
Total Estates	264	40		-	304
ICT Investment Plan 2020/21 (refinancing)	1,335	267			1,602
ICT Investment Plan 2020/21 (reimanding)	1,000	375			375
	2.022				5,692
Estates Office Accommodation (capital)	2,932 810	2,760 1,537	1,000		-
Organisation Design (capital)					3,347
Total Resources	5,077	4,939	1,000	-	11,016
Total HRA (Bournemouth and Poole combined)	5,584	16,500	21,500	16,800	60,384
Total New Prudential Borrowing	35,721	46,210	35,725	17,221	134,877

191 Appendix 5b

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Executive Summary and Conclusions

Once the Equality Impact Assessment Template has been completed, please summarise the key findings here. Please send a copy of your final document to the <u>Policy and Performance Team.</u>

In February 2020 Council agreed a general fund 2020/21 net revenue budget of £283 million, and a capital programme of £106 million. Budgets were also agreed for the housing revenue account (HRA). In May 2020 a finance update paper to Cabinet considered the impact of the pandemic on the council's approved 2020/21 budget under several potential scenarios. The first 2020/21 budget monitoring report for 2020/21 in June 2002 estimated the impact of the pandemic to be a £52.3 million in-year pressure (net of any specific government grants) reduced to a £30.3 million funding gap once £22.0 million in non-ringfenced Covid-19 emergency government funding.

A significant proportion of the deficit can be attributed to the rise in funding that is required to meet increasing demand from Adult and Children's services. The proposal provides an additional £20.6m for these two services in particular in 2021/22; as well as £50,000 for the development and delivery of a Community Engagement Strategy that will broaden decision making enabling more people to co design BCP Council services and £302,00 to bring forward the development of more affordable housing.

The proposal will impact on establishment figures and reductions in establishment with additional savings expected to derive through bringing forward the transformation of the council and a reduction in headcount and review of pay and reward

Consequently, there is a continued risk that some aspects of the budget may have a cumulative impact on older people and disabled people as well as on specific staff due to the profile of BCP Council area and its workforce.

An assessment of the potential cumulative impact of the separate proposals will therefore need to be continued throughout the transformation process and reflected through subsequent MTFP update reports. It is recommended that robust equality analysis exercises continue to be undertaken in line with BCP Council's equality and Diversity Policy and Equality Impact Assessment Guidance.

Part 1 - The Project	
Policy/Service under development/review:	BCP Council Budget and Medium-Term Financial Plan 2021/22
Service Unit:	Finance
Service Lead:	Adam Richens
Contributors to the Equality Impact Assessment:	Tina Worthing, Paul Mitchell, Nicola Webb, Sam Johnson
Date assessment started:	27/05/20
Date assessment completed:	21/01/21
What are the aims/objectives of the policy/service?	To deliver a sustainable balanced budget for 2020/21 which enables BCP Council to meet statutory obligations whilst responding to changing activity, increased demand and ongoing fiscal challenges, and to detail how the council plans to finance its operations and meet strategic priorities. The proposed net service budget is £283m funded by 76% from council tax
	income, 21% from business rate income, 1% from revenue support grant, % from new homes bonus and 1% other items
What outcomes will be achieved with the new or changed policy/service?	BCP Council will have set an annual balanced budget as required which details how its income and expenditure, are to be allocated and used. identified in bringing forward any budget proposals which are then used to inform final budget decisions
Are there any associated services, policies or procedures?	 Consolidated Medium Term Financial Plan update for Bournemouth Christchurch and Poole Council Equality Act 2010 Medium Term Financial Plan 091019pp.309-326 Medium Term Financial Plan Update Report 201219pp.95-130

Part 1 - The Project	
Please list the main people, or groups, that this policy/service is designed to benefit, and any other stakeholders involved:	 Organisational Development Design Outcomes - KPMG Report pp.89-164 Equality Impact Assessment Guidance Bournemouth Christchurch & Poole Purpose Statements Local Government Settlement for 2020 Redundancy and Redeployment Policies of preceding councils Recruitment and Selection Policies of preceding councils Bournemouth Organisational Change Management guidelines BCP Council Cabinet Residents Business Rate payers Local Council tax payers BCP Council Employees Clients of all Council services, specifically Adult and Children's Services Care experienced Young People Children looked after Young people in Bournemouth Christchurch & Poole BCP Council Partnerships Visitors to Bournemouth Christchurch & Poole Schools, Academies and Universities Voluntary and Community Sector led organisations in Bournemouth, Christchurch & Poole
With consideration for their clients, please list any other organisations, statutory, voluntary or community that the policy/service/process will affect:	NHS Trust Dorset CCG

Part 2 – Supporting Evidence¹

BCP's commitment to the Public Sector Equality Duty

The council is required to set an annual balanced budget which details how its income and expenditure, are to be allocated and utilised. The Public Sector Equality Duty requires the council when making such decisions to consciously consider 'due regard' for advancing equality. This means removing or minimising disadvantages suffered by people due to their protected characteristics and taking steps to meet the needs of people from protected groups where these are different from the needs of other people. In bringing forward the budget proposals consideration has been given to whether services, customers, staff or partners will be impacted and where they if that impact will be negative or positive.

An assessment of the potential cumulative impact of separate proposals across all protected characteristics has been examined throughout the process by BCP's management team and or members and reflected as necessary through subsequent Medium-Term Financial Plan (MTFP) update reports as they progressed through the planning cycle.

EIA's are an important service improvement tool that help in developing services to ensure we are meeting the needs of our customers and deliver our core business more efficiently in an equitable manner. They demonstrate that we are making financial decisions in a fair, transparent and robust way, considering the needs and the rights of different members of the communities we serve.

This EIA is to be considered alongside previous EIAs and budget proposals as well as individual service specific equality impact assessments. This is inclusive of those required by partner organisations within the statutory, voluntary or community sector or any organisation which deliver statutory services on behalf of BCP Council.

¹ This could include: service monitoring reports, research, customer satisfaction surveys & feedback, workforce monitoring, staff surveys, opinions and information from trade unions, previous completed EIAs (including those of other organisations) feedback from focus groups & individuals or organisations representing the interests of key target groups or similar.

Part 2 – Supporting Evidence¹

Impact of the Covid-19 Public Health Emergency

A previously agreed mitigation strategy was implemented which included;

- Reducing expenditure not specifically incurred in support of the pandemic.
- Utilising the 2020/21 base revenue budget contingency.
- Bringing forward permanent savings from transformation and service alignment which also ensured progress towards supporting the 2021/22 budget.
- Review of all projects (revenue and capital) to determine the extent to which they can be deferred, cancelled or refinanced.
- Reclassification of earmarked reserves.
- Reducing unearmarked reserves to below the 5% statutory limit.
- Deferring, until the drawdown on reserves is no longer needed to balance the 2020/21 position, any uncommitted expenditure from the £1.4 million invested as part of the 2020/21 budget on specific corporate priorities.

This approach took account of the uncertainty regarding both the financial impact of the pandemic over the course of the year and the extent of central government support to local councils.

An estimated pressure of £195.8 million (69%) more than the 2020/21 net budget for the year highlights the seismic impact that the Covid-19 public health emergency is having on the council and its financial resources. Additional pressure includes those in;

Adult Social Care

- Support for the care market
- Providing the care sector with government funded free personal protective clothing
- Hospital discharge programme

Part 2 – Supporting Evidence¹

- Additional demand in care packages for people with learning disabilities
- Challenges in the delivery of savings assumed in the 2020/21 budget.

Children's Services

- Increase in the number of children coming into care.
- Increased cost of some placements due to needs and complexity.
- High cost placements within the children's health and disability team
- Pressure for secure / remand beds
- Staffing pressures associated with the social work front door special educational needs and disability (SEND), business support teams and interim management positions.

Environment and Community

- Measures to support homelessness.
- Provision of a mortality support facility.
- Increases in the tonnages of waste being collected from domestic properties
- Increased cost for recycling.
- Reduced sales, fees and charges income associated with trade waste, household waste recovery centre, catering concessions, parks, licensing, and fixed penalty notices.
- Additional town centre security costs.

Regeneration and Economy

- Reduced sales, fees and charges income associated with car parking income, seafront, cultural and heritage assets, planning, and building control
- Additional Investment in the management of the resort (social distancing, additional cleansing, security, and communication.
- Support to leisure and conference providers.

Resources / Central Items

Reduced sales, fees and charges associated with summonses, land charges, and investment property income.

Other key dates during in the 2021/22 budget setting process were;

Part 2 – Supporting Evidence¹

- 27 May 2020 Cabinet (BCP Council Finance Update)
- 24 June 2020 Cabinet (Budget Monitoring and MTFP Update)
- 11 November 2020 Cabinet (Quarter 1 and MTFP update)
- November 2020 Portfolio Holders presentation of the budget to Cabinet, the Chief Executive and Chief Finance Officer.
- 16 December 2020 Cabinet (Quarter 2 and MTFP update)
- 18 December 2020 Budget Café (all councillor presentations)

As a new council, setting the budgets in the first two years has been a challenge due to the lack of complete historic data and trend information as a single entity. For year three, 2021/22, this has now been compounded by the uncertainty around what the new normal and longer-term impacts of Covid-19 will be.

At the meetings of the Cabinet on the 27 May 2020, 24 June 2020, 11 November 2020 and the 16 December 2020 the councils financial exposure to the pandemic has been explored with prompt action taken to ensure the 2020/21 was rebalanced and a financial strategy developed to set out the themes and categories the council would further develop as a means of delivering a robust and lawfully balanced budget for 2021/22. Included in these reports were the budget timetable, key planning assumptions, and details of the savings being assumed.

Key features of the 2021/22 budget as presented include;

£23.9 million investment in the transformation programme revenue costs.

£13.1 million investment in adult social care services.

£7.5 million investment in children's services.

Part 2 – Supporting Evidence¹

£7 million provision for reduced car parking income, mostly town centre based, recovering by 90% from 2022/23 onwards.

£6 million provision for reduced sales, fees and charges income (non-car parking related) recovering fully from 2022/23 excluding the service fee from BH Live which is based on a revised fee structure arrangement.

£6.7 million (net investment) in corporate priorities.

A £3.5 million provision for the ongoing revenue costs of the transformation programme.

A £3.2 million base budget revenue contingency. Increased as a one-off for 2021/22 due to the increased level of uncertainty.

Delivery of £25.2 million as a one-off contribution from the fundamental refinancing of the capital investment programme through borrowing and in doing so better matching the cost with the period over which the council anticipates benefitting from the investment.

£20.6 million of ongoing savings and efficiencies including the assumption of £7.5 million from the transformation programme.

Delivery of £4.7 million as a one-off contribution from the fundamental review of inherited section s106 and community infrastructure levy resources as agreed by Council in January 2021.

Recognises numerous non-ringfenced grants being made available from the government as part of their fundamental package of support to assist local authorities address the implications of the public health emergency.

A 1.55 per cent council tax increase from the average for 2020/21, recognition of reduced council tax yield as evidenced by the reduced tax base agreed by Cabinet in January 2021.

Recognition of reduced business rate yield / income.

A harmonisation of council tax from 1 April 2021.

Part 2 – Supporting Evidence¹

Figure 3: General Fund - Budget 2021/22 and MTFP 2021 to 2024

20/21	Additional Investment into Services	21/22	22/23	23/24	Total
£m		£m	£m	£m	£m
11.0	Adult social care inc public health	13.1	10.1	10.6	33.8
3.0	Children's services	7.5	2.4	2.2	12.1
3.2	Environment and communities	3.4	1.7	0.4	5.5
2.0	Regeneration and economy	13.8	(10.2)	(0.4)	3.2
8.0	Resource services	1.9	(0.2)	0.2	1.9
3.9	Contingency - pay award.	1.8	3.1	3.1	8.0
1.1	Core government funding changes	0.0	2.1	0.8	2.9
0.0	Transformation programme costs including borrowing	23.9	(15.9)	(5.3)	2.7
0.0	Transformation - ongoing revenue costs	3.5	0.5	0.5	4.5
(0.5)	Minimum revenue provision & interest payable	1.8	0.6	0.3	2.7
1.4	Corporate priorities	5.3	(1.0)	0.0	4.3
1.2	Investment related to the high needs deficit	(1.2)	0.0	0.0	(1.2)
1.1	Revenue contribution to capital	(2.8)	0.0	0.0	(2.8)
(1.7)	Pension fund – tri-annual revaluation impact	0.0	0.0	0.2	0.2
(1.3)	Contingency	2.1	(1.6)	0.0	0.5
25.2	Total Additional Investment into Services	74.1	(8.4)	12.6	78.3
	Cumulative Investment into Services	74.1	65.7	78.3	

The <u>Corporate Strategy</u> was adopted by the council on 5 November 2020 and aims to create vibrant communities with outstanding quality of life where everyone plays an active role. The high-level strategy sets out five council priorities and a commitment to become a modern, accessible and accountable council committed to providing effective community leadership. The priorities are:

Sustainable Environment - leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come

Dynamic Places - supporting an innovative, successful economy in a great place to live, learn, work and visit

Part 2 – Supporting Evidence¹

Connected Communities - empowering our communities so everyone feels safe, engaged and included

Brighter Futures - caring for our children and young people; providing a nurturing environment, high quality educations and great opportunities to grow and flourish

Fulfilled Lives - helping people lead active, healthy and independent lives, adding years to life and life to years.

The ageing population across the UK, Dorset, and specifically with BCP Councils area continues to increase demand on adult Social Care Services. and growth within our disabled client and subsequent increase in costs.

Mitigating action has been taken to reduce the increased pressure and demand on Adult and Childrens Social Care by Additional investment into these services

It is important to note that the vulnerability of BCP Council continues due to the uncertainty of spend that will be required in response to the ongoing pandemic.

Tranche 5 Covid-19 grant

Will cover cost pressures caused by the pandemic in the first few months of 2021/22.

There is optimism about overcoming the public health emergency due to the roll out of new vaccines. However, many of the challenges posed by the virus will continue for some and BCP Council are expected councils to have unbudgeted cost pressures associated with Covid-19 until the middle of the 2021 calendar year. The Council has been awarded £9.9 million from a national allocation of £1.55 billion and is expected to use this funding to support costs which have not been included in the 2021/22 budget in respect of the following areas;

- Shielding the clinically extremely vulnerable
- Homelessness and rough sleeping
- Domestic abuse
- Managing excess deaths
- Support for re-opening the country

Part 2 – Supporting Evidence¹

- Public health services
- Adult social care
- Children's services
- Household waste services
- Additional costs associated with the local elections in May 2021.

There is an ageing population across the UK, Dorset, Bournemouth Christchurch and Poole which has increased demand for public services and have continued to rise throughout the pandemic. Consequently, the provision of statutory functions such Adult Social Care and Children's services are routinely overstretched and overspent, which in turn creates significant challenges for local authorities in putting forward balanced budget proposals.

Investment in adult social care - £13.1 million 2021/22

- The MTFP makes provision for an additional gross £33.8 million investment in adult social care services over the 3-year period to March 2024. This pressure is a combination of;
- Assumptions around inflationary pressures within the care market. These pressures mainly relate to increases for
 providers in staffing costs where a significant driver will be the consequential impact of increases in the national living
 wage.
- Demographic growth within the learning disability and mental health client group.
- Demographic growth in demand for care packages for people with long-term conditions including those to support the NHS
 urgent and emergency care system as well as preventing delayed discharges from hospital.
- Increased cost of care and additional resources as a result of the pandemic.
- Increased cost in respect of people with no recourse to public funds.

On the 31 December 2019 the government published their response to the Low Pay Commission's recommendation on the national minimum (NMW) and national living (NLW) wages which promised that the NMW for over 25 will reach £10.50 in 2024.

Part 2 – Supporting Evidence¹

The NLW increased from £8.21 to £8.72 in April 2020 (6.2%). The National Living Wage will be increased by 2.2% to £8.91 per hour for 2021/22 and extended to those aged 23 and over.

New grant funding of £300 million for adult and children's social care will be provided in 2021/22. The allocation to BCP is £1.3 million, split £0.9 million to adult social care and £0.4 million to children social care.

The MTFP assumes that the government will continue to provide infection control grant for the care sector to support restrictions of staff movement between care providers, paying full wages for staff isolating and funding the cost of PPE for Covid-19 on an ongoing basis. The assumption therefore is that the council do not need to provide for and fund such costs.

The numbers and average cost of care home placements commissioned since the beginning of the pandemic under emergency hospital discharge arrangements have increased significantly during 2020/21. The increases in average costs have been related to market conditions and the intensity of needs of many people who are being placed in residential and nursing care. As a result of the severity of the pandemic

Further work will be required on each aspect of the savings proposals to meet the requirements of the public sector equality duty should the budget proposal be accepted by Cabinet.

Key contacts for further advice and guidance:

Equality & Diversity:

Sam Johnson - Policy and Performance Manager

Consultation & Research:

Lisa Stuchberry – Insight Manager

	BCP Pay Policy 2021/22				
Date: 18 January 2021		Policy Author: Lucy Eldred			
Review Date: December	er 2021	Version: 1			
Purpose/Introduction	This policy is established to meet requirement of section 38(1) of the Localism (2011). The purpose of this policy is to provide transparency on the salaries of Chief Office of the Council, how those salaries are set, and other issues related to the pay Chief Officers. BCP Council has now been in existence following Local Government Reorganisate (LGR) since April 2019 and is made up of the following preceding authoritis Bournemouth Borough Council, Christchurch Council and Borough of Poole. Where the required information from preceding authorities have been provided. The finance information published to meet legislative responsibilities is relating to the 2020 salary information and the 2019/20 Statement of Accounts.				
Who the policy applies to	Chief Officers - The Council will engage persons for the following posts, who will be designated Chief Officers: (a) Chief Executive and Head of Paid Service (b) Directors who report directly to the Chief Executive within the line management structure				
The policy	The 2020/21 salaries of the Chief Executive and Chief Officers were set by Leader and Deputy Leader of the BCP Shadow Authority on advice from the S West Local Government Employers Association and having regard for the C Executive and Chief Officers' national pay scales. The salaries for these staff will be increased in line with national pay awards ag by Joint National Committee (JNC) for Chief Executives and Chief Officers ur financial constraints prevent the required funding from being available. In this come lesser figure or no increase will be applied. The Chief Executive is employed on JNC conditions of service. Section 38(1) of the Localism Act requires the following information to be public annually as part of the policy (Appendix A): a The Head of Paid Service (Chief Executive) base salary, including per contribution and the NI contribution with a total figure per annum (excluexpenses allowance). b The median full-time equivalent salary for staff, excluding employees painational scales known as Soulbury grade staff, youth workers and employin schools with the pension contribution and the NI contribution with a figure. The ratio between this salary and the salary of the Head of Service.				

the Head of Paid Service.

- d These ratios are published in line with the recommendations of the Hutton review of Fair Pay in the Public Sector. This review also recommends that local authorities define what they mean by 'lowest salary'.
- e The lowest salary is defined as the full-time equivalent salary of employees in receipt of the lowest salary point of the salary and grading structure for the preceding councils' employees who are not covered by Soulbury, Apprentices or Youth Workers national scales.
- f The salaries of Heads of Service / Service Directors, the posts that report into Corporate Directors, and other employees not covered by nationally agreed pay scales, are determined under the preceding councils' job evaluated pay and grading structure.
- g An extract from the annual statement of accounts for 2019/20 is given in Appendix B for BCP Council which gives details of the payments made to Chief Officers in 2019/20.
- h Whilst it is the Council's policy to recruit on the minimum of a pay scale, due regard will be taken of the prevailing market rates.
- i Incremental progression does not apply to Chief Officers.
- No other fees are paid to Chief Officers, but they can make claims under the relevant authorities Business Travel and Subsistence arrangements.
- k Payments for working hours additional to contractual hours are not made.

The Council publishes the total remuneration of Chief Officers and Service Directors as part of the annual statement of accounts on its public website.

The decision to employ Chief Officers, who were previously employed by the Council and left with a severance or redundancy payment, will be based on the applicants' suitability for the post. No deductions will be made from the remuneration package, providing the employment is more than four weeks from the original date of termination. If the employment is within four weeks of the original termination, the employee will have to reimburse any redundancy payments to the previous employer if they have been made to them.

The Council's policy is to usually employ Chief Officers under employment contracts, not under a contract for services.

The decision to employ Chief Officers who are in receipt of a Local Government Pension Scheme or Fire fighter pension (whether their previous service was with the same authority or not) is dependent on the applicant's suitability for the post. The remuneration will be set in line with the Chief Executive and Chief Officers' national pay scales, the going market rate and affordability.

The supplementary guidance on the implementation of section 40 of the Localism Act 2011 provides that the full council is given the opportunity to vote on non-contractual severance payments over £100,000. An annual report is made which includes reference to such cases for transparency purposes.

BCP Pay Policy 2021/22					
	BCP Council will be reviewing the full pay and reward, including terms and conditions and HR Policies, through the year with a view to implementing within financial year 2021/22. The policy in relation to employer discretions under the Local Government Pension scheme is given in Appendix C				
How to use the policy	This policy will be published on the Council's website to ensure that all staff, Councillors, residents and local businesses have access to it. Related Council policies and supporting documents: Business Travel and Subsistence arrangements The Council's policy in relation to employer discretions under the Local Government Pension scheme The Council's policy in relation to employer discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 Preceding Authorities Pay and Grading Structures 2018/19				
Roles and responsibilities	This policy is reviewed annually by the Corporate Management Board and any recommendations for change will be made to the Cabinet for approval				
Enforcement and sanctions					
Further information and evidence					

Appendix A – Salary Information 2019/20

Section 38(1) of the Localism Act requires the following information to be published annually as part of the policy (Appendix A):

a The Head of Paid Service (Chief Executive) base salary, including pension contribution and the NI contribution with a total figure per annum (excluding expenses allowance).

Authority	Position	Base Salary	Pension Contribution	NI Contribution	Total
Bournemouth Christchurch & Poole Council	Chief Executive	£183,600.00	£0	£26,016.22	£209,616.22

b The median full-time equivalent salary for staff, excluding employees paid on national scales known as Soulbury grade staff, youth workers and employees in schools with the pension contribution and the NI contribution with a total figure. The ratio between this salary and the salary of the Head of Paid Service.

Authority	Median	Pension	NI	Total	Ratio
	FTE Salary	Contribution	Contribution		
Bournemouth Christchurch	£27,041.00	£1,425.12	£1,490.52	£29,956.64	1:7
& Poole Council					

The lowest full time equivalent salary, with the pension contribution and the NI contribution with a total figure. The ratio between this salary and the salary of the Head of Paid Service.

Authority	Lowest	Pension	NI	Total	Ratio
	FTE Salary	Contribution	Contribution		
Bournemouth Christchurch	£16,823.42	£925.32	£878.40	£18,627.14	1:11
& Poole Council					

Appendix B – Statement of Accounts 2020/21

	(including supplements)	Allowances		Pension Contributions	Contributions
	2019/20 £	2019/20 £	2019/20 £	2019/20 £	2019/20 £
Chief Executive	183,600	_	2 0	0	
Corporate Director - Children's Services	142,634	0	0	22,240	
Corporate Director - Adult Social Care	122,400	0	0	0	
Corporate Director - Regeneration & Economy	122,400	0	0	19,094	141,49
Corporate Director - Environment & Community	122,400	0	0	19,094	141,49
Corporate Director - Resources	120,842	0	0	18,851	139,69
Director of Finance	107,100	0	0	16,708	123,80
Director of Laws and Governance	107,100	0	0	16,708	123,808
Totals	1,028,476	21,552	0	112,696	1,162,724

Appendix C

BCP ("THE COUNCIL")

POLICY IN RELATION TO EMPLOYER DISCRETIONS UNDER THE LOCAL GOVERNMENT PENSION SCHEME

This document forms the Council's policy in relation to the various discretions available to it in respect of the Local Government Pension Scheme. Part A records the Council's policy in respect of Regulations 12, 16, 30 and 31 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2013 ("Benefits Regulations"), as required by Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008 ("Administration Regulations"). Part B refers to the other discretions available to the Council but for which it is not a requirement to publish a formal policy. References to specific Regulations are to the Benefits Regulations.

This policy does not form part of employees' terms and conditions of employment and the Council may repeal, review or amend its policy at any time.

PART A

Regulation	Policy
Regulation 16 [R] – Power of employing authority to contribute to a shared cost APC scheme	On the basis of cost implications, the Council will not enter into a shared cost APC scheme
Whether, how much, and in what circumstances to contribute to a shared cost APC scheme.	
Sch 2, para 2 (2) & (3) [TP] Power of employing authority to apply 85 Year Rule before age 60 Whether to "switch on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60.	On the basis of cost implications, only in exceptional circumstances would the Council switch on the 85 Year Rule and the consideration of this issue would be delegated to the Cabinet Member with the portfolio for Resources in consultation with the Executive Director and the Section 151 Officer.
Whether to waive, on compassionate grounds, the actuarial reduction applied to benefits from pre 01/04/2014 membership where the employer has "switched on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60.	On the basis of cost implications, only in exceptional circumstances would the Council consider waiving any required actuarial reduction to such benefits and the consideration of this issue would be delegated to the Cabinet Member with the portfolio for Resources in consultation with the Executive Director and the Section 151 Officer
Regulation 30 (6)	The Council will consider requests for Flexible
Flexible retirement	Retirement in accordance with the agreed Flexible Retirement Policy and Procedure.
Whether all or some benefits can be paid if an employee reduces their hours or grade (flexible retirement).	On the basis of cost implications, only in exceptional circumstances would the Council consider waiving any required actuarial reduction to
Whether to waive, in whole or in part, actuarial reduction on benefits paid on flexible	such benefits and the consideration of this issue would be delegated to the Cabinet Member with the Portfolio for Resources in consultation with the

Regulation	Policy
retirement.	Executive Director and the Section 151 Officer.
Regulation 30 (8) [R] Power of employing authority to waive actuarial reduction Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age.	On the basis of cost implications, only in exceptional circumstances would the Council consider waving any required actuarial reduction to such benefits and the consideration of this issue would be delegated to the Cabinet Member with the Portfolio for Resources in consultation with the Executive Director and the Section 151 Officer.
Power of employing authority to grant additional pension Whether to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency (by up to £6,500 p.a.).	The Council has elected not to use this discretion
Reg D11 (2)(c) [C] Power of employing authority to grant early payment of benefits on compassionate grounds Whether to grant applications for the early payment of deferred pension benefits on or after age 50 and before NRD on compassionate grounds For members who ceased active membership before 1 April 1998	The Council will only agree to the early payment of such benefits when there is no cost attached. Only in exceptional compassionate circumstances would any required actuarial reduction of such benefits be waived. The Council delegates the consideration for these issues to the Cabinet Member with the Portfolio for Resources, the Executive Director and the Section 151 Officer.

PART B - where formulation of a written policy is not compulsory

Regulation	Policy
Regulation 9 (1) & (3) [R] Contributions payable by active members Employers determine the contributions payable by members by attributing each member to one of the contribution bands set out in Regulation 9 (2) [R]. Employers have the capacity to re-attribute the specific payband (upwards or downwards) where there is a material change in a member's contractual terms.	The policy is set to review the bandings on an annual basis.
Regulation 22 (7) (b) and (8) (b) [R]	
Facility to extend time limits for active members to not aggregate deferred periods of LGPS	The Council will only agree to extend the 12-month option period in exceptional

Regulation	Policy	
membership Whether to extend the 12-month option period for a member to elect that deferred benefits should not be aggregated with a new employment or ongoing concurrent employment.	circumstances. The Council delegates the consideration of this issue to the Head of HR.	
Regulation 100 (6) [R]		
Facility to extend time limits for active members to request a transfer of previous pension rights into the LGPS Where an active member requests to transfer	The Council will only agree requests to transfer previous pension rights into the LGPS in exceptional circumstances and in	
previous pension rights into the LGPS, the member must make a request within 12 months of becoming an active member. Employers, with agreement of Administering Authority, may allow a longer period than 12 months.	consultation with Dorset Council. The Council delegates the consideration of this issue to the Head of HR.	
JOINT DISCRETION WITH ADMINISTERING AUTHORITY		
Reg 17 & 15(2A) [TP]		
Power of employing authority to determine whether to, how much and in what circumstances to contribute to a shared-cost Additional Voluntary Contribution (SCAVC) arrangement	On the basis of cost implications, the Council will not enter into a shared cost AVC (SCAVC) arrangement	
Reg 17 & 15(2A) [TP]		
Power of employing authority to determine whether to extend the time limit for a member to elect to purchase additional pension by way of a shared cost additional pension contribution (SCAPC) upon return from a period of absence	The Council will only agree to include a regular lump sum when calculating APP on a case by case basis. Each case will be	
Whether to extend the 30 day deadline for member to elect for a SCAPC upon return from a period of absence from work with permission with no pensionable pay (otherwise than because of illness or injury, relevant child-related leave or reserve forces service leave)	considered the Head of HR or their nominated representative on its own merits	
Reg 21(5A) and 21(5B) [R]	The Council will agree to substitute a higher	
Power of employing authority to determine whether, subject to qualification, to substitute a higher level of pensionable pay when calculating assumed pensionable pay (APP)	level of pensionable pay when calculating APP on a case by case basis. Each case will be considered the Head of HR or their nominated representative on its own merits.	

CABINET



Report subject	Council Vision, Corporate Strategy and Revised Delivery Plans 2021/22
Meeting date	10 February 2021
Status	Public Report
Executive summary	BCP Council's Corporate Strategy was adopted by Full Council in November 2019. It sets out the Council's priorities and the values which underpin the way the council will work as it develops and delivers services.
	Refreshed vision and ambition statements have been prepared to provide a wider context to underpin and drive the Corporate Strategy.
	Council corporate priorities remain the same and continue to be supported by delivery plans which set out high-level actions from 2020 onwards.
	The delivery plans have been reviewed in consultation with Cabinet Members, Directors and council officers to reflect current budget and economic pressures and the progress made so far.
	They continue to show how the council will work to achieve the priorities set out in the Corporate Strategy and will continue to be reviewed as part of the Council's annual budget process.
	The delivery plans are high-level plans that set out the current and future planned activity and how success will be monitored and measured.
Recommendations	It is RECOMMENDED that Cabinet:
	(a) adopt the draft new aspirational vision for the wider Bournemouth, Christchurch and Poole city region
	(b) support the identification and delivery of the five big projects to deliver the wider vision
	(c) confirm support for the Corporate Strategy
	(d) approve the revised delivery plans appended to this report
Reason for recommendations	The strategy is the beginning of a golden thread that links personal, team and service performance to the things that matter most to the organisation. It represents the objectives and outcomes that the Council's performance will be judged against and as such is a vital component of the Council's performance management framework.
	A good corporate strategy is driven by a strong vision and ambitious goals. which are vital for promoting the opportunities an organisation presents for

	investment and engagement. The aspirational vision gives a stronger context for the Council's corporate strategy and for achieving our wider ambitions.
	It will influence the allocation and distribution of resources ensuring that the organisation commits its limited resources in accordance with its stated priorities.
Portfolio Holder(s):	Councillor Drew Mellor, Leader of the Council
Corporate Director	Julian Osgathorpe, Corporate Director
Report Author	Bridget West – Head of Insight, Policy & Performance
Wards	Council-wide
Classification	For Decision

Background

- 1. Council adopted the Corporate Strategy and corporate priorities in November 2019.
- The strategy is ambitious and provides clarity to the Council's objectives and a framework for our priorities which are the beginning of a golden thread that links service, team and personal planning processes across the council.
- 3. Following adoption of the Corporate Strategy, Cabinet approved delivery plans as part of the 2020/21 budget process. These plans detail the high-level actions that the council intends to take in year, and in future years, to deliver against the priorities within the Corporate Strategy.
- 4. The Leader of the Council, working with the Cabinet and Corporate Management Board, has developed an aspirational vision for the place of BCP, as the UK's newest city region, picking up many of the aspirational themes for the place from the original Local Government Reorganisation planning papers.
- 5. As well as the delivery plans, which describe how the Council will deliver the priorities in the Corporate Strategy, a programme of five major projects has been developed to deliver big changes across our whole area. It is expected that these will support the creation of 13,000 jobs across all sectors of our economy, creating wealth for our businesses and incomes for our families.
- 6. The projects will make up the 'Big Plan' that reflects the scale of the council's ambition for the area and which will enable the articulation of that vision with key regional and sub-regional partners, the local economy, inward investment opportunities and with government.
- 7. To promote the visibility and the extent of the ambition for the BCP council area and the opportunities for investment into the area and funding reward the vision is summarised as
 - 'We want the BCP City region to be world class one of the best coastal places in the world in which to live, work, invest and play'

- 8. The draft vison and narrative is presented for approval and recommendation to the Council at Appendix 1.
- 9. The priorities set out in the Corporate Strategy have not changed. They continue to set the scene for service planning processes and performance management. This is presented at Appendix 2.
- 10. The introduction and the journey so far sections of the wider corporate strategy, including the progress with historic delivery plan actions, will be updated as part of the end of year performance reporting processes. These will reflect the changes in the administration and the new Big Plan.

Delivery plan update

- 11. It has always been the intention that the delivery plans will be reviewed each year and that review would be aligned to the budget process to ensure that the budget is set such as it can deliver the key delivery priorities of the Council. Given the midyear change of administration, the impacts of the Covid-19 pandemic and ensuring budget pressures, discussions began in December 2020 to determine appropriate actions for future years.
- 12. There is a delivery plan for each priority:
 - Sustainable Environment
 - Dynamic Places
 - Connected Communities
 - Brighter Futures
 - Fulfilled Lives

There is an additional delivery plan setting out how the Council will achieve its commitment to be a modern, accessible and accountable council.

- 13. Covid-19 has had an impact on the delivery timescales of most of the actions in 2020/21 and a number have been carried over into this year's delivery plans.
- 14. The revised delivery plans have been developed through discussion meetings with members and officers, facilitated by the corporate Policy and Performance Team. Drafts of proposed delivery plans for 2021/22 are shown in Appendix 3.
- 15. The Council's Corporate Strategy and the delivery plans are the framework for a golden thread that links service, team and personal performance to the things that matter most to the organisation. Together they are the key components that make up the Council's approach to performance management.
- 16. The Delivery plans are not intended to capture all the services the Council provides. They identify some of the key projects and priorities for improvement or development and those areas where key budget changes are required. Other council wide strategies and service plans will capture in more detail the priorities of the 500+ services the council provides. These are all brought together into the Policy Framework for the Council and all of the policy and strategy documents are in the process of being re-written to bring together the varying service standards and priorities from across the four preceding councils. It is envisaged that this process will be largely complete by the summer of 2021, leading to services mostly being harmonised by Spring 2022.

- 17. The strategy framework will influence the allocation and distribution of resources, ensuring that the organisation commits its limited resources in accordance with its stated priorities.
- 18. Progress will be monitored on a quarterly basis against an agreed set of measures and targets.

Next Steps

- 19. Measures of success, baseline positions and targets are being revised to reflect the revised delivery plans and will make up a revised corporate scorecard.
- 20. All delivery plan actions will become personal performance goals for service directors in line with the agreed performance management framework.
- 21. The journey so far and the introduction to the wider Corporate Strategy will be updated as part of end of year performance reporting processes.

Summary of financial implications

22. Financial implications for the delivery plan actions and the Big Plan have been considered as they have been developed and where appropriate identified in the Council's Medium-Term Financial Plan. All may be subject to further recommendations to Cabinet in due course.

Summary of legal implications

23. There are no immediate legal implications arising from this report, although the implementation of the specific actions or projects may result in the need for legal input which will be considered on a case by case basis.

Summary of human resources implications

24. The change and transformation commitments identified in the Corporate Strategy and delivery plans will result in several implications for the way staff work and specifically the pay and conditions that apply to them. These will be managed in accordance with the Council's change management policy and where necessary, subject to trade union consultation and collective bargaining.

Summary of sustainability impact

25. The Corporate Strategy and delivery plans identify the Council's plans to tackle the declared Climate Emergency and protect the natural environment. These commitments may be subject to separate council decisions and considerations in due course.

Summary of public health implications

26. The Corporate Strategy and delivery plans express a range of actions that underpin the Council's commitment to its public health objectives.

Summary of equality implications

27. The Council's equality commitments are expressed throughout the Corporate Strategy and individual equality impact assessments will support all new projects and plans set out in the delivery plans.

- 28. The Corporate Strategy sets out the longer-term priorities, high level objectives and the Council's commitments to equality and diversity.
- 29. The strategy is supported by several other strategies, policies and action plans, including a People Strategy which will ensure equality of opportunity for all in the workforce. This and all other policy documents will or have been subject to an equality impact assessment and have considered the impact on service users, the wider community and staff.
- 30. The impact on those with protected characteristics should be positive.

Summary of risk assessment

31. Risks and issues have been considered by service units leading on the actions set out in the individual delivery plans.

Background papers

BCP Council's Corporate Strategy

Corporate Performance Management Framework

Appendices

Appendix 1: BCP Council Vision and Big Plan

Appendix 2: Corporate Strategy

Appendix 3: Proposed Corporate Strategy Delivery Plans 2021/22

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Our Vision for the Future

Bournemouth, Christchurch and Poole – the UK's newest city region

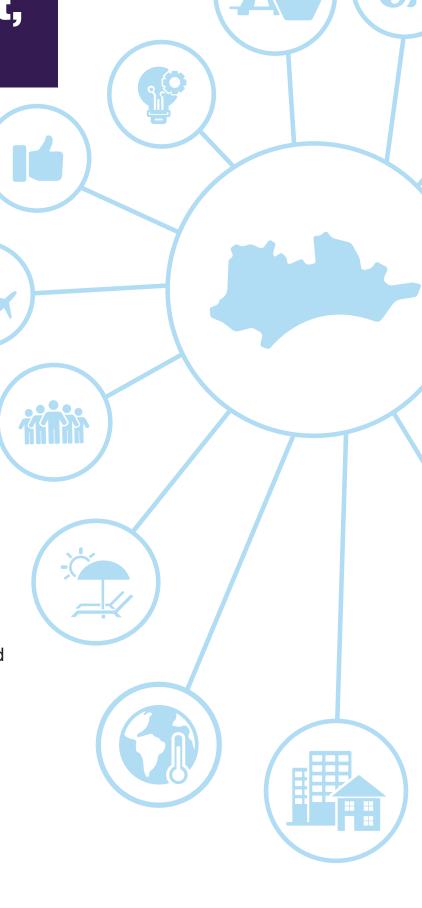


Bold, confident, proud

Bournemouth, Christchurch and Poole is the UK's newest city region and it's brimming with prospects, positivity and pride.

It's a place where culture and heritage meet innovation and modernity, village meets town, country meets coast, creativity meets digital, businesses flourish and people thrive.

BCP Council is the tenth-largest urban local authority in England and our communities are vibrant and diverse, with an outstanding quality of life, where everyone plays an active role – a globally-recognised coastline of opportunity, where people love to live, learn, work, explore, invent, relax and play.



Our **Big Plan** – A world-class vision for BCP



We want the BCP city region to be world class – one of the best coastal places in the world in which to live, work, invest and play.



We want to harness the potential of our coastline of opportunity and make BCP a place where people and businesses want to be – because of the vibrancy of our communities, the strength of our economy, the skills of our people, the wealth of our culture and the quality of our infrastructure, our environment and quality of life.

We know that to achieve our vision, we need a Big Plan that reflects the scale of our ambition.

Our **Big Plan** involves **five big projects** that will deliver big changes across our whole area and support the **creation of 13,000 jobs** across all sectors of our economy – good jobs for local people – creating wealth for our businesses and livelihoods for our families.



We will invest in an **iconic cityscape** – making BCP a place in which we demonstrate our pride through the positive and innovative face we show to the world, recognising the clean and green quality of both our urban and natural environments.

We will invest with our partners in our connectivity, particularly around our train stations and the quality of the urban environment that greets people as they arrive in our city region.

And we will invest in the Bournemouth International Centre – so that it stands among the very best events venues in the world, attracting visitors who want to return because of the unique seaside offer that we provide.



We will invest in our **seafront**, enhancing what is already recognised as among the cleanest and most beautiful city region coasts in the world, from Sandbanks to Highcliffe, with a vibrant arc at the heart, linking Bournemouth Pier with the Pavilion and a renewed and revitalised Bournemouth International Centre.

Together with our partners, we will make our coastline an area of international renown for the quality and welcome of its hotels and we will make our restaurants and hospitality industry famous for the quality and imagination of their food and the excellence of their service.



We will deliver on the promise to **rejuvenate Poole**, bringing a vibrant, attractive and sustainable mix of residency, business, hospitality, retail, culture and green spaces to the heart of Poole, the Quay and the area between the two bridges, complementing the internationally-renowned Sandbanks and the beauty of the second-largest natural harbour in the world.



We will invest in the physical and digital **infrastructure** of our coastal city region, to ensure that BCP has the best connectivity in the country – whether through superfast broadband and digital connectivity or through land, air and sea transport.

We will exploit the full potential of digital to make BCP a genuinely smart city region, where we use digital data to plan, manage and deliver better services for our residents and businesses and where digital natives thrive.



We will **act at scale** and aim to deliver more than **15,000 new homes** for people of all incomes – both through our own civic investment and by supporting and enabling developers to build homes, with a sustainable mix of affordable and high-end apartments and houses.

The scale of our ambition is also demonstrated in our plans to invest an additional £2 million a year in regeneration and a £50 million Futures Fund for infrastructure investment, as well as in our aim to support the creation of 13,000 jobs and more than £3 billion of investment/value for our area.



Underpinning our five big projects is the work we will do to develop our vibrant **communities**, with an outstanding quality of life, where everyone plays an active role. This means clean, safe and affordable housing, the wellbeing of all age groups, from our youngest to our oldest, with good health and care and good local services, and good jobs for working-age residents, to provide financially-sustainable livelihoods for their families.



We will redefine and promote our **culture** and our leisure and entertainment offer, based both on our heritage and on our positive, modern outlook. Our new cultural compact will involve creative education, development and investment in arts and culture, enabling more people of all backgrounds to actively participate all aspects of culture, from celebrations of our maritime and leisure heritage, to music, food, dance and theatre, in support of our aspiration to become a City of Culture.



We will ensure that the BCP city region becomes one of the best places in which **children** can live, learn and grow up, with opportunities to stay in the area after they leave school, whether to go to university, to train or to work. This means supporting the health, wellbeing and development of children from birth, though their early years, right through their education and into adulthood.

We will present BCP boldly, confidently and with pride when we tell the story of our ambition, our place and our achievements.

And we will make an early demonstration of that pride and self-assurance when we launch our **BounceBack** festival, once we emerge from the restrictions of the COVID-19 pandemic – reconnecting our communities, restoring confidence in our economy, revitalising our retail, hospitality and tourism sector and announcing to the world that BCP is not just bouncing back, but aims to be bigger, bolder and better.



Why BCP and why now?



The Bournemouth, Christchurch and Poole city region enjoys an outstanding natural and urban environment, which makes it a desirable place to live and work at a time when people and businesses are leaving more densely-populated cities and choosing to live life in balance.

Our area is internationally connected by air and sea and it benefits from our close road and rail connections to London and the central south and from our position as a gateway to the south west.

We have strong, internationally-recognised economic sectors – from finance to digital, creative to tourism to engineering, with our universities providing a steady supply of fresh talent.

We are a wellbeing city region by the sea, where people are able to live life in balance as they access all they expect of a modern urban area, as well as enjoy some of Europe's best beaches, stunning countryside and close proximity to the New Forest.

Now is the right time to invest with ambition in our place and our people as we look to rebuild out of the pandemic and drive regeneration across the conurbation on a scale never delivered before.

With a population of 400,000, we are now the tenth biggest urban local authority in England. Never before have we had the scale, the ambition and the opportunity to deliver this world-class offer of the UK's newest emerging coastal city region.

The BCP area brings together three distinctive towns with different needs and opportunities and our Big Plan will respect those differences.

Bournemouth can build on its economic strengths to become a thriving centre with significant growth opportunity.

Christchurch is a place of heritage, character and beauty, which needs a balance of sympathetic investment and protection.

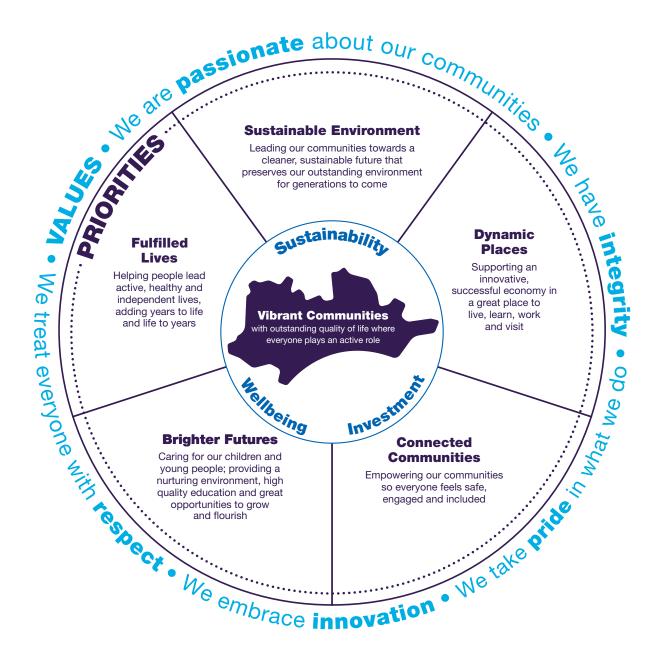
And **Poole**, with its proud maritime and military history, has the sites, the potential and the need for rejuvenation through a focus on world-class regeneration.

BCP Council will lead the implementation of our Big Plan, and we will also look to establish joint ventures and other partnerships to help us to deliver these critical projects, focusing on delivering real outcomes with a flexible approach to unlocking delivery.

BCP has a shared vision, we have a Big Plan and by working together – as a council, as partners, as a community – we have the ambition, the drive, the expertise and the means to achieve it.

A Big Plan delivered through Leadership, Vision and Partnership

BCP Council's strategic priorities



As one of the UK's newest local authorities and the tenth biggest urban authority in England – BCP Council has an ambitious strategy to support our vision for our area:



- → by leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come
- → by supporting an innovative, successful economy in a great place to live, learn, work and visit
- → by empowering our communities so everyone feels safe, engaged and included
- → by caring for our children and young people, providing a nurturing environment, high-quality education and great opportunities to grow and flourish
- → by helping people lead active, healthy and independent lives, add years to their lives and life to their years
- → by being a modern, accessible and accountable council, committed to providing effective community leadership.

Our <u>Corporate Strategy and Delivery Plan</u> sets out in detail what we will do and how we will measure our progress.



Turning challenge into opportunity



There is no doubt that we are living in exceptional times, with the challenges of recovering from the COVID-19 pandemic, adapting to Brexit and addressing significant funding constraints all combining to make for an uncertain future.

Our vision and our aims are unchanged and undiminished – and we have to transform to deliver within the new economic climate to provide the leadership that our communities and our place needs.

So we are turning these challenges into new opportunities.

By investing now, not only will we underpin our region's growth out of recession, but we will respond positively to macroeconomic and social drivers and be well positioned to attract people and businesses looking to locate in a modern city region with wellbeing at their heart.

The time is now to deliver our Coastline of Opportunity.

Our **transformation programme**

In our Corporate Strategy in 2020, we set out the extensive range of work that we are doing to become a 'modern, accessible and accountable council'. We have accelerated our plans to review what we do and how we do it through an inspiring Iransformation Programme, which will ensure that we provide services and facilities efficiently and effectively in a way that is modern, affordable and sustainable.

We are investing up to £38 million in our Transformation Programme by 2023. Our aim is to establish the foundations for a sustainable future for the council, where we invest in front-line services to focus on what matters most to our customers and adds most value to their lives.

Our transformation to what we are calling 'our new normal' has three elements: how and where we work; how we are organised; and how we support our colleagues through these changes.



We are making a major investment in technology, increasing the digitisation and automation of services, to make it easier for residents and businesses to transact with us online, on a device and at a time of their choosing, with information and services online wherever possible, with 24/7 access. Anything that can be paid for, reported or applied for online will be there.

This is in line with the way many of us live our lives and go about our business, and as a council we must keep pace with the changes in modern life.

This will allow us to focus our resources and our people on the more complex issues and challenges we face, and the needs of our most vulnerable customers, who are more likely to need face-to-face support, whether in the community or through customer service hubs in the heart of our three towns.

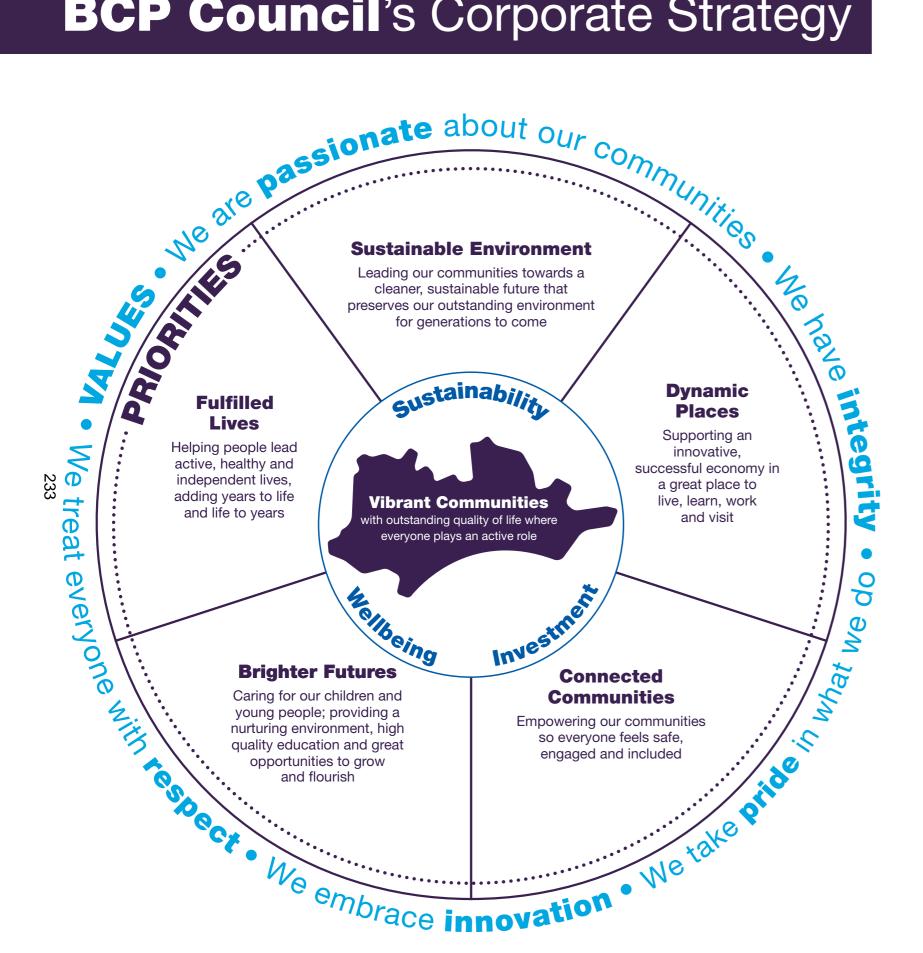
Modern, efficient ways of working will give our staff flexibility to improve their work/life balance, building on our experience of significant homeworking in response to the COVID-19 pandemic, while moving to a single BCP Civic Centre in Bournemouth will enable us to significantly reduce the size and cost of our office estate.

We will create a carbon-neutral position for BCP Council's operations and activities by 2030. We will do this by procuring all council electricity from zero-carbon renewable sources, reviewing energy project funding options, assessing the energy efficiency of council buildings, and installing energy saving and renewable energy measures in retained council buildings.

By transforming, we will become a slimmer, more cost-effective organisation, enabling us realise savings of more than £40 million a year, helping to close the budget gap and allowing us to invest in front-line services and regeneration.



BCP Council's Corporate Strategy



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

▶ Our Objectives are to...

Sustainable Environment

- ensure sustainability underpins all of our policies
- protect and enhance our outstanding natural environment
- develop an eco-friendly and active transport network
- tackle the climate and ecological emergency
- promote sustainable resource management
- maximise access to our high quality parks and open spaces

Dynamic Places

- revitalise and reinvent our high streets and local centres
- invest in the homes our communities need
- create a sustainable, vibrant and inclusive economy
- increase productivity through skills investment
- develop sustainable infrastructure
- support our businesses to operate more creatively
- create a 21st century digital infrastructure

Connected Communities

- strengthen the cultural identity of our towns and places
- respect and engage with our diverse communities
- encourage intergenerational interactions
- reduce loneliness and isolation
- ensure our communities feel safe
- empower a thriving voluntary and community sector

Brighter Futures

- enable access to high quality education
- be aspirational for our children in care
- support parents and guardians to care for their children well
- prevent harm through early intervention

Fulfilled Lives

- support people to live safe and independent lives
- promote happy, active and healthy lifestyles
- develop age-friendly communities
- value and support carers
- enable people to live well through quality social care
- tackle homelessness and prevent rough sleeping
- · promote lifelong learning for all



BCP Council January 2021

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Sustainable Environment



Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come

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Ensure sustainability underpins all of our policies SDG 12 / 13 / 15

We will:

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

Protect and enhance our outstanding environment

SDG 14 / 15

We will:

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

Develop an eco-friendly and active transport network **SDG 11**

We will:

- develop a local cycling and walking infrastructure plan by end of 2021
- provide a bikeshare scheme in Christchurch by June 2021 and incorporate e-bikes and potentially e-scooters into bikeshare across the conurbation by March 2023
- strengthen the Quality Bus Partnership to provide higher quality bus services for residents to encourage increased usage and reduce carbon emissions
- deliver an integrated smart travel app by 2023
- · deliver more and enhanced 'safer routes to schools' increasing active travel and reducing carbon emissions from cars
- launch a communications campaign to promote sustainable travel to residents, schools, businesses, and visitors through to 2024

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

Tackle the climate and ecological emergency

SDG 7 / 13

We will:

- following the conclusions of public engagement, adopt and develop the climate and ecological emergency action plan by Summer 2021
- develop emission reduction pathways and carbon budgets to track progress towards BCP Council and area-wide targets by Summer 2021
- · submit emissions data to global climate reporting organisations annually to demonstrate progress by end of 2021
- · lead work with key partners across the conurbation to discuss and formulate a plan of action to encourage emission reduction measures by April 2021
- launch and run a resident engagement programme to make homes energy efficient, reduce fuel poverty and raise awareness of the most effective climate friendly actions through 2021 and 2022.

Promote sustainable resource management SDG 12

We will:

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

Maximise access to our high quality parks and open spaces **SDG 12**

We will:

- identify adequate Suitable Alternative Natural Greenspace provision by September 2021
- develop a green infrastructure strategy to manage parks, recreation grounds, beaches and open spaces by December 2021
- · increase biodiversity by reviewing use of grassland management, wild-flower meadows and pesticide usage by Summer 2021
- work with partners to increase the accessibility and diverse offer of parks and open spaces increasing the number of visitors
- utilise grants, donations and developer contributions to increase investment in parks, beaches and open spaces by April 2023.

Measures of success

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





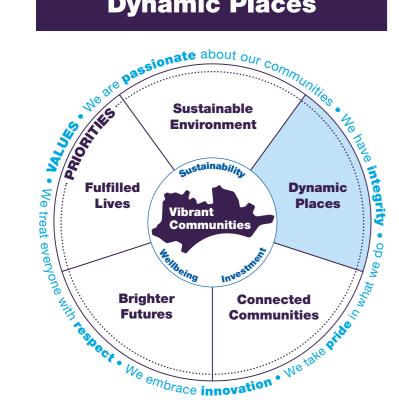








Dynamic Places



Supporting an innovative, successful economy in a great place to live, learn, work and visit

Revitalise and reinvent our high streets and local centres

SDG 8/11

We will:

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

Invest in the homes our communities need

SDG 11

We will:

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

Create a sustainable, vibrant and inclusive economy SDG 8 / 10

We will:

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

Increase productivity through skills development SDG 4 / 8

We will:

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

Develop sustainable infrastructure

SDG 4/8

We will:

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

Support our businesses to operate more creatively SDG 9

We will:

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

Create a 21st century digital infrastructure SDG 9 / 17

We will:

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

Measures of success

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





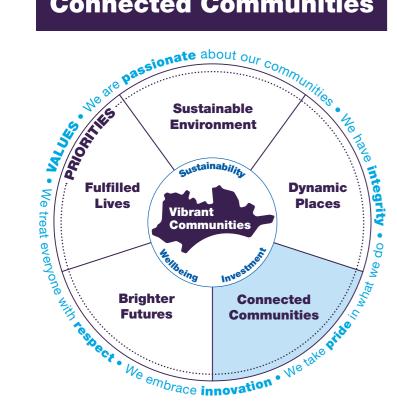








Connected Communities



Empowering our communities so everyone feels safe, engaged and included

Strengthen the cultural identity of our towns and places SDG 11

We will:

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

► Respect and engage with our diverse communities SDG 6 / 10

We will:

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

Encourage intergenerational interactions

SDG 4

We will:

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

Reduce loneliness and isolation

SDG 1 / 3

We will:

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

▶ Ensure our communities feel safe

SDG 8 / 11

We will:

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

Empower a thriving voluntary and community sector **SDG 11**

We will:

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

Measures of success

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





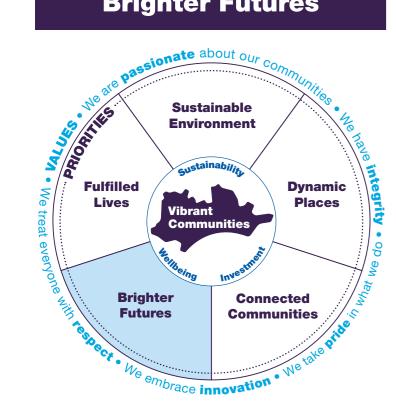








Brighter Futures



Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish

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Enable access to high quality education SDG 4 / 8

We will:

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

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

Be aspirational for our children in care SDG 3 / 10

We will:

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

Support parents and guardians to care for their children well

SDG 1/2/3/4

We will:

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

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

Prevent harm through early intervention SDG 3 / 5 / 16

We will:

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

Measures of success

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









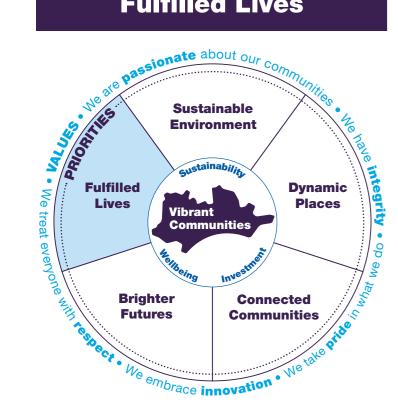








Fulfilled Lives



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

Support people to live safe and

independent lives

We will:

- implement new Liberty Protection Safeguard legislation by April 2022
- improve outcomes for young people with disabilities and special educational needs as they move into adulthood by March 2022
- increase the proportion of adults with a learning disability with care and support needs who can live in their own home, locally, by March 2023
- increase the proportion of adults with care and support needs in employment, training and volunteering by March 2023
- · continue to promote and extend the use of assistive and digital technology to enable independence and enhance people's quality of life.

Promote happy, active and healthy lifestyles

SDG 3

SDG 3 / 8

We will:

• promote physical activity amongst the over 55's, focusing on deprived communities, through LiveWell Dorset, aiming for a minimum of 1,000 per year for each of the three years

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

Develop age-friendly communities

SDG 4/8

We will:

- work with health partners to promote the benefits of active travel and deliver a publicity campaign targeted at older people by March 2022
- continue to improve safer environments in built up areas with increased priority for pedestrians and improved crossing facilities for wheelchair and mobility scooter
- support greater use of bus services by providing new bus shelters with seating, accessible boarding kerbs and Real Time Information by March 2022
- · expand the number of dementia friendly communities by March 2023.

Value and support carers

SDG 3 / 5

We will:

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

► Enable people to live well through quality social care SDG 3 / 10

We will:

- implement a new first point of contact service for adult social care to improve online information and advice and support residents' wellbeing and independence by March 2022
- develop outreach support with GPs in communitybased settings to engage earlier and improve the quality of life for those residents at risk of worsening health and outcomes by March 2022
- work with all partners and people with lived experience to develop and deliver strategies, including care home and extra care strategies, to improve the sustainability and quality of the social care market by March 2023
- promote careers in social care with partners including through the Proud to Care Initiative by March 2023
- work with the NHS, through the Homefirst programme, to improve the range and effectiveness of services which support people to live well in their own homes and reduce the need for hospital admissions by March 2022.

Tackle homelessness and prevent rough sleeping SDG 4/8

We will:

- work to prevent homelessness by publishing a new homelessness strategy by April 2021 and implementing the associated action plan jointly with our many partners
- utilise government funding to maximise homelessness preventative services for people including those with complex needs and reduce the numbers of those at risk of losing their accommodation
- reduce rough sleeping by increasing access to suitable accommodation and re-modelling a range of sustainable housing support pathways.

Promote lifelong learning for all

SDG 4 / 10

We will:

- deliver a lifelong learning strategy by March 2023, working with partners to promote a broad learning offer for work and wellbeing, culture and arts and to increase awareness of environmental issues and sustainable living
- target care leavers, disadvantaged boys and young people with the greatest barriers to learning and work to join apprenticeship schemes
- promote high-quality careers education and information advice for young people, adults needing to retrain and those for whom English isn't a first language

 promote high-quality careers education and information advice for young people, adults needing to retrain and those for whom English isn't a first language

Measures of success

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

















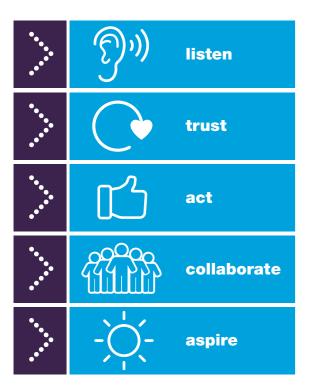
Modern, accessible, accountable council



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

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Our Behaviours



► Modern council

SDG 5 / 10 / 12 / 16

We will:

- complete the review and harmonisation of all our major service strategies and policies by 2022
- implement our new operating model in 2021, agreed by Cabinet in 2020, and invest in new technology and ways of working so residents and customers have better services
- following the commitment to develop a BCP Council Civic Centre, begin a review of how we use our buildings to deliver the right services, in the right places with the right facilities for our community and customers
- adopt a Digital Strategy in 2021 that sets an ambition for the digital development of communities and sets the framework for the delivery of a Smart Place Strategy
- improve how we use data to better understand and inform service planning and to empower our communities and customers
- identify and deliver efficiencies that will meet the demands of the Medium-Term Financial Plan and protect vital front-line services
- maximise income opportunities by proactively identifying and bidding for new sources of grant income that deliver the corporate strategy
- implement the Pay and Reward Strategy and begin the harmonisation of pay in 2021
- continue to implement our People Strategy to support modern working practices and improve staff physical and mental wellbeing
- embed our values, behaviours and new working practices through our Behaviours Framework to support cultural transformation during 2021.

► Accessible council

SDG 5 / 10 / 12 / 16

We will:

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

- achieve the 'excellent' level of the Equality Framework for Local Government by 2023
- standardise our approach to the collection of equality monitoring data in line with the requirements of the Public Sector Equality Duty by September 2021
- improve the percentage of equality data collected from our customers and staff and ensure it is used to inform equality impact assessments and council decisionmaking processes
- promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Dorset employers.

Accountable council SDG 5 / 10 / 12 / 16

We will:

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

Measures of success

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









CABINET



Report subject	High Streets Strategy
Meeting date	10 February 2021
Status	Public Report
Executive summary	High streets in town, city and district centres in the UK are changing. Even before COVID 19, high streets were continually in the news and public eye as a result of significant departures of many renowned retail brands, the rise in the number of empty shops and the change in experience reported by visitors. The reasons behind these changes are many and complex. Nationally, many reports have been written, and many experts have commented on the changes happening to high streets and town centres and offered potential solutions. Locally, the preceding Councils worked over many years, with key partners such as the Business Improvement Districts, Chambers of Commerce and industry groups, to proactively support and invest in their town centres in various ways. Whilst this has not stopped, COVID 19 has arguably sped up a process that was already underway and created a new reality that now needs to be considered alongside the previous best practice. However, COVID 19 has also provided an opportunity to bounce back better, together, to embrace the change, and to consider how best a Council and its partners can intervene positively and create, or curate, high streets that are fit for now and for the future. This report expands on the above, and asks for authority to be delegated to the Director of Development and the Portfolio Holder for Regeneration, Economy and Strategic Planning, to work with partners develop a strategy and deliver swift interventions that will support our high streets to bounce back quickly and strongly.
Recommendations	It is RECOMMENDED that:
	Cabinet delegates authority to the Director of Development, in consultation with the Portfolio Holder for, Economy and Strategic Planning, to work with partners to swiftly develop a strategy and action plan, enabling the delivery interventions that will support our high streets.
Reason for recommendations	To focus resources and effort of the Council and its partners on supporting our high streets to bounce back strongly and quickly, helping to deliver the Dynamic Places priority in the Corporate Plan.

Portfolio Holder(s):	Councillor Philip Broadhead - Portfolio Holder for Regeneration, Economy and Strategic Planning and Deputy Leader of the Council
	Councillor Nigel Brooks - Lead Member for BCP Retail Strategy and Christchurch Regeneration
Corporate Director	Bill Cotton – Corporate Director Regeneration and Economy
Report Authors	Chris Shephard – Director of Development
Wards	Bournemouth Central; Christchurch Town; Poole Town;
Classification	For Decision

Background

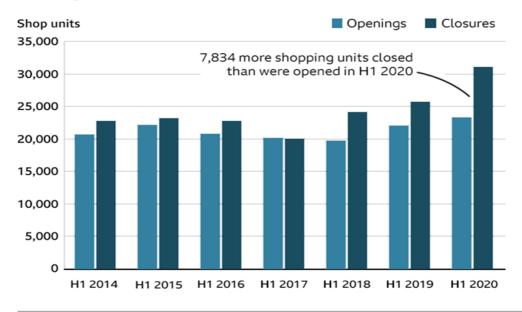
- 1. The retail sector, and high streets more broadly, are undergoing unprecedented change across the country, affecting many locations. The COVID 19 pandemic has sped up this change, having a major impact on businesses, events and footfall in our high streets.
- 2. Change on high streets is not a new phenomenon; however, the result of years of structural, societal and technological changes, and now COVID 19, is a perfect storm which has a visible impact today.
- The changes have also caught the public's attention, with many news articles, features and commentaries covering anything to do with the high street. Many of these stories cover the latest major brand to restructure or close as they react to these changes.
- 4. Some examples that sum up the situation include:
 - 34% of businesses in the hospitality/accommodation and restaurant/food services sector have 'little or no confidence' they will last beyond January – Office of National Statistics 20th November
 - Investors rush to withdraw cash from property funds £336 million in October –
 Calastone Fund Network 4th November. The value Great Portland Estates
 London shops tumbled by almost a fifth Times 12th November
 - J Sainsbury announce it is cutting 3,000 jobs; a large number going from Argos along with 1,500 to go at John Lewis's head office 5th November
 - 3 Shopping Centres have failed and gone into receivership; Vancouver Quarter, Norfolk, Rushes shopping centre Loughborough and Kingsgate, Fife - Times 6th November
 - One in eight shops failed to reopen after first lockdown Local Data Company/PWC 9th November
 - Property owners are facing a £4.5 billion rent shortfall by the end of the year as collection rates continue to suffer amid a government ban on evictions and aggressive rent collection, particularly retailers and leisure companies – Remit Consulting, management consultants. 12th November

- Peacocks, Jaeger, Austin Read and Jacques Vert collapse into Administration Times 20th November, (followed by Arcadia Group and Debenhams since this article was written).
- Small independent firms on the High Street suffered a net decline of 1,833 stores in the first half of 2020, according to research by the Local Data Company (LDC) and accountancy firm PwC. That was less than a third of the 6,001 chain stores lost. However, the two sectors together saw the biggest decline seen in the first half of a year since its records began. This is supported by the graph in Figure 1.

Figure 1

Shops closures continue to increase

Openings and closures, H1 2014 to H1 2020



Source: Local Data Company

ВВС

5. However, whilst these are hugely impactful changes, there are opportunities ahead and it is in our collective gift to grasp them. Building on the positive previous and current work will be an important first step, as well as taking heart from reports such as this one from Centre for Cities which at the time of writing is the latest tracker data.

https://www.centreforcities.org/data/high-streets-recovery-tracker/?utm_source=Centre+for+Cities+Newsletter&utm_campaign=40f27afe06-EMAIL_CAMPAIGN_2018_12_19_09_47_COPY_01&utm_medium=email&utm_ter_m=0_2a9c9d5ef9-40f27afe06-156073817&mc_cid=40f27afe06&mc_eid=ba05a5db96

- 6. In Centre for Cities terms, "Bournemouth" broadly refers to Bournemouth Christchurch and Poole collectively. In this data, whilst "Bournemouth's" 'Spend' figures place it in the bottom 10, there is more positive news when comparing with local city data:
 - Bournemouth's town centre economy is classified as Strong;

- Southampton is classified as Moderately Strong (and is even lower in the bottom 10 for Spend); and
- · Portsmouth is Moderately Weak.

Previous and Current Work

- 7. Across Bournemouth, Christchurch and Poole, significant work has been undertaken over the last 10-15 years to support our high streets, town and district centres. Some examples include:
 - Over £10m of public realm investment and improvement in Bournemouth which includes projects such as Horseshoe Common, Richmond Hill, Bourne Avenue, Pier Approach and Beale Place. A further £4m will be invested in Lansdowne in early 2021. These investments have helped to create environments that people want to spend time in and help to build and make communities around.
 - The creation of the Bournemouth Development Company which has created several developments with hundreds of homes for local people, enabling them to live, build and maintain communities in the town centre. The increased number of residents in the town centre has increased the footfall on the high street and provides opportunities for businesses to develop and thrive. Since 2011, £300 million of development has been completed, £180 million of development is currently in construction, and £250 million of development is currently in planning.
 - The creation of three Business Improvement Districts (BIDs), the Poole BID, the Bournemouth Town Centre BID, and the Coastal BID, which are all more than halfway through successful second terms. This has raised funding for each BID area which is then re-invested into projects that "create a strong trading environment which visitors want to return to again and again" (www.towncentrebid.co.uk). The Council is also working to support a fourth BID in Christchurch, as well as assisting the re-ballots of the existing BIDs as they arise.
 - The development of signature events and festivals such as Christmas Tree Wonderland, Bournemouth Air Festival, Wheels Festival, Bourne Free and Arts by the Sea Festival, Poole Maritime Festival, Poole Harbour Boat Show, Stomp on the Quomps in Christchurch, Christchurch Food Festival and more. The Arts by the Sea Festival hosted more 25-40year olds than any other time in 2018 than in its 8 previous years because of the unique experience on offer.
 - Bidding and successfully landing early funding from the Government's Town Deal fund, which is centred on Boscombe.
 - Investing in Town Teams to address homelessness, anti-social behaviour and cleanliness of Town Centres and High Streets.
 - Investing in and installing clear signage helping to keep people safe during COVID19
 - Recruiting COVID19 Information Officers who have visited over 3000 businesses helping them to ensure their premises are compliant with COVID19 guidelines
 - Recruiting COVID19 Marshals to keep the public safe and enforce the COVID19 regulations.

8. All of these were and still are high quality interventions that have kept Bournemouth, Poole and Christchurch High Streets and district centres, thriving, enjoyable and safe places, albeit places undergoing significant structural change and associated challenges. However, as a result of COVID 19, this change and the impact of it has sped up. The need for positive action has become more urgent. Collectively, the Council and its partners need to continue or re-start the actions above and do even more to encourage people back.

Next Steps

- 9. If we are to help our high streets, town and district centres to bounce back stronger, better and quicker, there is plenty of good advice and best practice on offer and a great platform on which to collectively build an action plan of positive interventions.
- 10. There have been several attempts by experts and commentators to consider what high streets will become and what they need to keep them thriving, enjoyable places. The High Streets Taskforce https://www.highstreetstaskforce.org.uk/ has offered its view since COVID 19, "The COVID-19 pandemic has delivered a body blow to Town Centre Retailers and businesses, but it's just the latest of their challenges in recent years. They were already under pressure from cautious consumer spending, intense competition from online retailing and 'out of town' retail parks with free car parking". It has also proposed a framework for recovery which starts with crisis, then moves to pre-recovery, to recovery and then transformation.
- 11. Since the summer of 2020, the Council has been running its own equivalent framework with businesses and partners. This is called the R3 Taskforce Respond, Recover, Re-imagine. This is led by a strong, multi-partner Steering Group and consists of 3 main groups covering general business, one for retail, hospitality, leisure and urban centres, and one for welfare. Each group has representatives from local industry groups, relevant organisations and networks and education and ensure that there is positive and regular communication between each partner about what is really happening on the ground, to ensure interventions happen in the right place and issues can be addressed. Going forward these will be ideal groups who can work together on a clear set of actions that will help our high streets as they emerge from COVID19, bringing together national best practice and quidance with local knowledge and data.
- 12. In April 2018, Bournemouth Council set up a roundtable meeting of those involved with or operating on the high street. This included landlords, agents, business leaders and other important investors such as the Town Centre BID and the Chamber of Commerce and brought together the main interests on the high street. The aim of these sessions was to provide a forum where key issues can be discussed, to create a joint approach to finding solutions to the challenges faced and to communicate evidence and facts effectively. The key areas of work can be summarised as: Property; Technology; Street Scene and Communications/Marketing (which includes events). Although this group has now evolved into the R³ Taskforce group, and covers the whole of Bournemouth, Christchurch and Poole, the areas of work highlighted by this original group are still pertinent today.
- 13. The next steps are now clear, which are to use the time now to work with partners to:
 - swiftly create a simple and clear strategy that has a clear vision
 Bringing a local flavour to Mary Portas' vision is a good place to start

"to put the heart back into the centre of our high streets, re-imagined as destinations for socialising, culture, health, wellbeing, creativity and learning. Places that will develop and sustain new and existing markets and businesses. The new high streets won't just be about selling goods. The mix will include shops but could also include housing, offices, sport, schools or other social, commercial and cultural enterprises and meeting places. They should become places where we go to engage with other people in our communities, where shopping is just one small part of a rich mix of activities"

- Create a list of actions that fall under the four areas outlines in 10, and work with partners to resource and deliver these.
- Use data to inform our decisions and actions, and to continue to monitor and measure success and change.

These steps will help to move our high streets though the four stages as outlined by the High Streets Taskforce highlighted in paragraph 10.

Conclusion

- 14. At a Towns and City Centres Conference run by the Key Cities Group in 2018, it was said that in the future, successful towns and city centres will have:
 - Leadership
 - A plan
 - Community Hubs
 - Residents
 - Technology
 - Qualitative and quantitative information to measure success

All these relate to the need for a high-quality experience in towns and city centres which will get people interested in visiting them again and spending more time in them. By approving the recommendations in this report, Cabinet will be supporting the continued work by officers, members and partners to positively and swiftly intervene in our high streets to ensure they bounce back stronger, better and quicker.

Options Appraisal

- 15. Option 1 do nothing and let the market take control. By taking this option, Council leadership, partnership and resources will not be there to support our high streets, town and district centres.
- 16. Option 2 accept the recommendation in this report and support the development of a strategy, action plan and resources required to work with partners in supporting our high streets, town and district centres.

Summary of financial implications

- 17. Developing a strategy and implementing an action plan will require additional resources and investment. This may be in the form of additional Council funding and/or from external funding from Government and other sources.
- 18. Fortunately, there is a strong partnership, as already described in this report, between the Council and industry bodies which means the Council does not have to

- bear all the responsibility and cost. Partners have already made it clear that they are willing to help, providing there is a clear framework and plan.
- 19. The Council is already working with partners to deliver several actions through the proposed Town Teams, which was committed to in the December Cabinet "Quarter 2 Budget Monitoring 2020-21 and Medium-Term Financial Plan (MTFP) Update Report".

Summary of legal implications

20. There are no legal implications in relation to this report, however, should there be legal implications as the strategy and action plan develops, legal colleagues will be instructed accordingly.

Summary of human resources implications

21. Whilst this is business as usual for teams in the Development and Destination and Culture directorates, further resources will be required as outlined above. It is likely that at least one new role will be required to lead this work.

Summary of sustainability impact

22. Sustainability will be taken into consideration as part of the development of the strategy and action plan, linking with, for example, the development of the Council's Green Infrastructure Prospectus and promoting the improvements to sustainable transport delivered by the Transforming Cities Fund.

Summary of public health implications

23. Developing a strategy and action plan that delivers positive interventions to attract people back to high streets and enjoying public spaces will enhance the health and wellbeing of the public. There is now a strong link between the work of the R³ taskforce and the Council's Health and Wellbeing board which will continue as this work develops.

Summary of equality implications

24. At this stage, this is about the development of a strategy and action plan and therefore have no equality implications. As actions are being developed, equalities implications will be thoroughly addressed where relevant.

Summary of risk assessment

25. At this stage when developing a strategy and action plan, there are minimal risks. There will be a risk register for any actions that are developed that require one.

Background papers

None

Appendices

None

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CABINET



Report subject	Wessex Fields - Proposed Land Disposal
Meeting date	10 February 2021
Status	Public Report with Confidential Appendix
Executive summary	On 16 December 2020 Cabinet agreed in principle to dispose of part of the Wessex Fields site to the adjoining landowner University Hospitals Dorset NHS Foundation Trust in partnership with Bournemouth University, to deliver their proposal for a strategically relevant development with a focus on Medical technology, medical research and education. Cabinet authorised officers to negotiate the heads of terms for the disposal.
	It is proposed that circa 5.65 acres of the site is sold to University Hospitals Dorset NHS Foundation Trust, leaving the Council with circa 8.95 acres of remaining land.
	The purchase price has taken into consideration an obligation on BCP Council to design, fund and build a new junction into the site from Deansleigh Road and a new access road from the A338.
	The terms of the disposal have been agreed between the parties and are outlined in the confidential appendix to this report.
	Progressing with this disposal will still enable BCP Council to develop the remainder of the Wessex Fields site in line with the preferred use themes, and in the most strategically beneficial way to the conurbation and local community and supports the Council's desire to work with the NHS Trusts.
Recommendations	That Cabinet RECOMMENDS to Council to;
	(a) agree to dispose of approximately 5.65 acres of land at Wessex Fields, as outlined in blue on the attached plan in Appendix 1, to University Hospitals Dorset NHS Foundation Trust for the purchase price detailed in the confidential appendix to this report;
	(b) agrees to construct the new access road (including junctions) into the site shown on the attached plans in Appendix 3 and 4;
	(c) delegates authority to the Corporate Property Officer in consultation with the Portfolio holder, Monitoring

	Officer and Section 151 Officer to finalise the detailed terms of the disposal; (d) amend the 2021/22 Capital programme to include an allocation as detailed in the confidential appendix to fund the road/junction works to enable the development of this land;
Reason for recommendations	The disposal of the land to allow the development proposed by UHD NHS Foundation Trust contributes to the Council's Corporate strategy priorities, specifically helping to create dynamic places and fulfilled lives and enables the repayment of part of the prudential borrowing utilised for the site acquisition in 2017.
	The proposed disposal meets the aspirations of the Council and its key strategic partners, the local NHS trust and Bournemouth University, to deliver the vision developed for Wessex Fields which is set out in a Memorandum of Understanding between the parties.
Portfolio Holder(s):	Cllr Philip Broadhead, Portfolio Holder for Regeneration, Economy and Strategic Planning
Corporate Director	Bill Cotton, Corporate Director, Regeneration and Economy
Report Authors	Sarah Longthorpe, Strategic Projects and Investment Manager
Wards	Littledown & Iford;
Classification	For Recommendation

Background

- 1. A Cabinet report dated 16 December 2020 outlined the options in relation to the future development of the land at Wessex Fields.
- Cabinet agreed the recommendation that sought approval in principle to a freehold disposal of part of the site to University Hospitals Dorset NHS Foundation Trust (UHD), working with Bournemouth University (BU), and to work in collaboration with these organisations on the longer term development of the remainder of the Wessex Fields site.
- 3. Cabinet authorised officers to negotiate the terms of the proposed disposal of part of the site which sought to maximise the preferred uses for the land and provide the best long term strategic and economic benefits for all parties.
- 4. The Council has already agreed in principle to dispose of a small parcel of land to UHD for the Pathology Laboratory, authority for this disposal was delegated to the Corporate Property Officer due to the value being under £350k.
- 5. The proposed disposal of a larger parcel of land, which runs along the existing boundary with the hospital adjacent to the proposed pathology laboratory site, will

- enable UHD to progress the development of the pathology Laboratory at pace, commencing in 2021. It will allow UHD and BU to follow on with the delivery of education, research and Medtech uses an Energy Centre, and any other ancillary related use, together and a Multi Storey Car Park (MSCP), subject to planning.
- 6. The disposal will enable the realisation of new educational and research facilities and develop medical sciences and technologies, a high value growth sector, in partnership with BU who has a track record for being a Medtech anchor institution.
- 7. The exact land area (approx. 2.29 hectares or 5.65 acres) including the Pathology Laboratory site) is outlined in blue on the plan attached at Appendix 1.
- 8. The proposed heads of terms of the disposal have now been agreed between the parties and are outlined in the Confidential report attached at Appendix 2. As a result of the negotiations, consent is now being sought from Cabinet to progress with the disposal.
- 9. The agreed land value reflects an obligation on BCP Council that will be incorporated in the sale contract to fund the construction of part of the site access at the Deansleigh Road entrance, in accordance with the existing planning consent together with a new road to the proposed MSCP subject to the necessary planning consents. The indicative location of the road to the MSCP is detailed on Appendix 3 and the Deansleigh Road Junction in Appendix 4.
- 10. The final design of the junction from Deansleigh Road into the site which is in part on Council owned land will need to be determined in consultation with the adjacent landowner as a section of the adjoining land will need to be transferred to the Council and adopted as public highway. The landowner has agreed in principle to transfer the required land hatched blue in the plan in Appendix 4.
- 11. It is proposed that the new road infrastructure will be designed and built by the Council and designated as a public highway under the Highways Act 1980.
- 12. The proposed road works will increase the value of the retained land holding and are pivotal in unlocking the wider development potential of the site.
- 13. As previously mentioned, the Council has retained a large part of the site, circa 8.95 acres of employment land, and is committed to progressing the delivery of the wider masterplan (as shared by UHD in October 2020) in collaboration with UHB and BU to create a campus with pedestrian access and public spaces, minimising the impact of new road infrastructure; facilitating the delivery of key worker housing, estimated at 500 units, on the remainder of the site to provide affordable accommodation and help the NHS attract and retain staff. This close link between the hospital and housing will enable walk to work, thus reducing vehicle movements to and from the site.

Consultation with Ward Councillors

14. The site lies within the Littledown and Iford Ward. The ward Councillors were consulted on the options presented in the Cabinet report dated 16 December 2020 and were supportive of the disposal of part of the site to UHD.

Summary of financial implications

15. The financial implications are detailed in the Confidential report attached at Appendix 2.

Summary of legal implications

- 16. The Council has the necessary statutory powers to dispose of this land under Section 123 of the Local Government Act 1972, which gives a general power of disposal for the best consideration reasonable obtainable.
- 17. An independent RICS red book valuation has been produced by Savills in order for the Council to satisfy its obligations under Section 123, Local Government Act 1972. The report confirms the agreed sum represents best consideration.
- 18. The Council will retain vehicular access rights together with rights to lay services across any land sold to UHD, in order to facilitate the future wider development of the site.
- 19. Section 226 of the Town and Country Planning Act 1990 ("TCPA") authorises the Council to acquire land for planning purposed where the Council believes the acquisition will facilitate development or improvement of the land and achieve or promote the economic, social or environmental well being of any part of its area. The proposed disposal of the land at Wessex Fields is in accordance with this purpose.

Summary of human resources implications

20. There are no People implications arising from the recommendations within this report. There is no Equality Impact Assessment required or any contractual consequences.

Summary of sustainability impact

- 21. A Decision Impact Assessment (DIA) has been undertaken for this proposal and is attached in Appendix 5.
- 22. This impact assessment identified that whilst the disposal of land will have a positive impact it will also have some minor negative impacts. The Council aspires to a carbon-neutral development at Wessex Fields and has already taken measures to reduce the impact of site development through previous cabinet decisions, such as a commitment to reducing vehicle movements on the site and create green open spaces within the development.
- 23. UHD and BU both have excellent carbon reduction track records and support the aspiration to low or zero carbon developments.
- 24. These principles are underpinned in the Memorandum of Understanding. All parties have agreed to collaborate to create sustainable, efficient and quality developments including sustainable transport solutions at this site which will help to mitigate some of the minor negative impacts identified in the DIA.

Summary of public health implications

- 25. The health and wellbeing of the local community will be enhanced through the recommendations in this report.
- 26. The challenge of an ageing society here in Dorset (where the average age is 20 years older than the rest of the UK) is not something which can be ignored. Medical research, Medtech developments and provision of sufficient care infrastructure for those not able to remain in their own homes, is vital to give the local population the best quality of life possible in their later years.

- 27. The disposal of part of the land to UHD will facilitate development uses in line with public consultation previously undertaken which has affirmed the appetite within the community to use the land in a way which enhances the options of the eldest sector of the community.
- 28. It is hoped that by working in collaboration with UHD and BU and Friends of the Elderly, as a local stakeholder on the wider site master plan, facilities will be improved for older people.

Summary of equality implications

29. There are no equality implications associated with the recommendations brought forward in this report. However, we wish to continue to work with local community groups with specific needs in the longer term, to ensure all implications are identified and addressed.

Summary of risk assessment

- 30. Cabinet should be mindful of the following specific risks attached to any transaction of the land at Wessex Fields:
- 31. The financial risks associated with developing out the remainder of the site remain with the Council. Funds have been allocated to seek further professional, commercial and development advice as a matter of priority to determine how development of the remainder of the site is structured in the future in order to mitigate this risk and maximise returns.
- 32. The planning and design of the road to the MSCP has yet to be finalised and a planning consent secured. Should the funding of the proposed road infrastructure exceed the budgeted allocation BCP Council would need to fund these increased costs. This has been mitigated by a high contingency provision of 50% for this element.
- 33. The delivery of the necessary highway's infrastructure works will need to be appropriately resourced by the Council to ensure they are delivered within the agreed timescales.
- 34. The UHD still has to obtain a planning consent for its proposed development, except the pathology laboratory. However, the land has been allocated for employment uses and therefore there is a low risk of planning not being granted for the uses that UHD are proposing. This has been factored into the land value which considers the value of the employment land allocation.

Background papers

None

Appendices

Appendix 1 - Plan - Disposal area

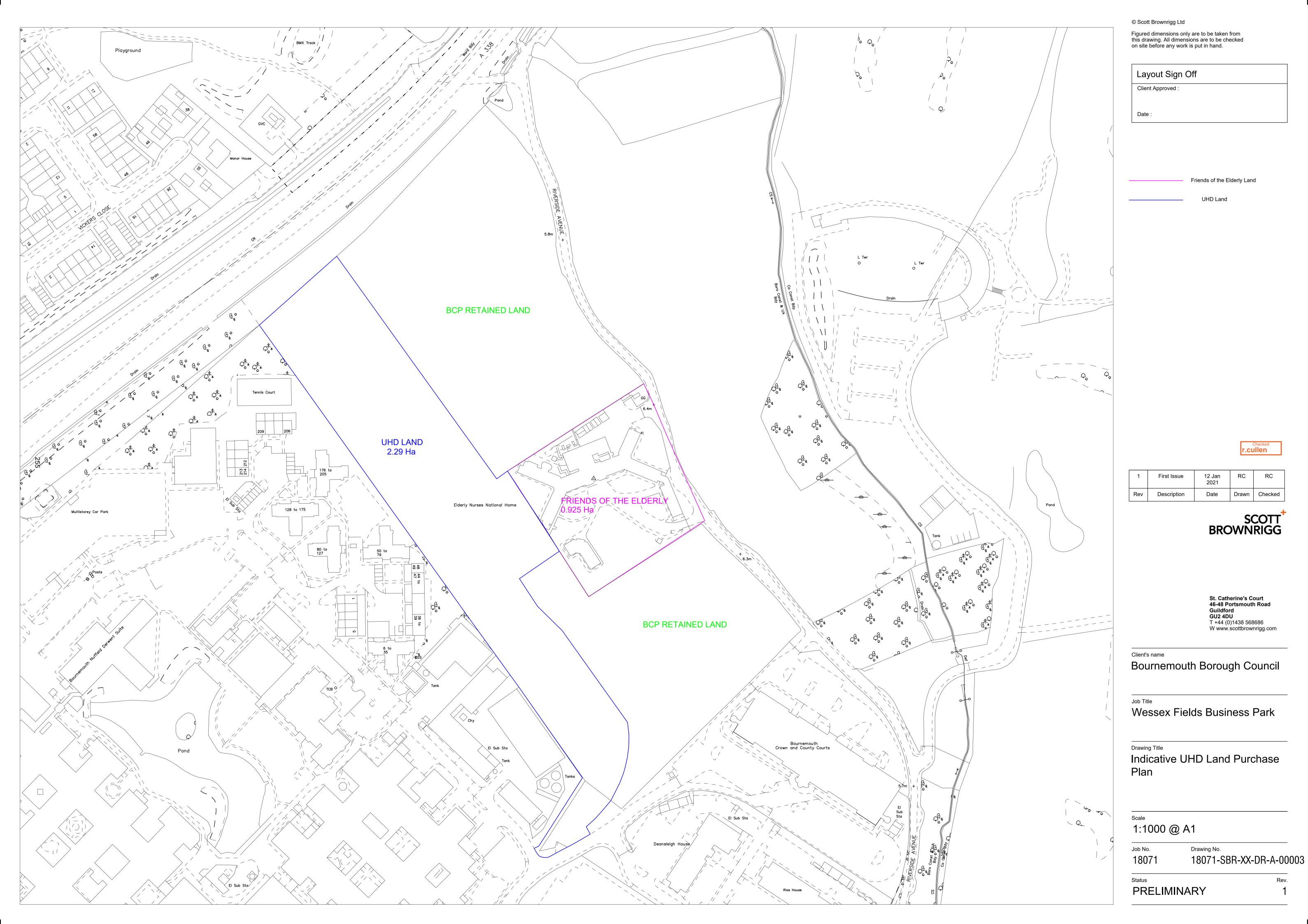
Appendix 2 – CONFIDENTIAL Financial Report

Appendix 3 – Proposed indicative new road and junction locations

Appendix 4 - Plan - Proposed highways dedication for Deansleigh Road Junction

Appendix 5- Decision Impact Assessment.

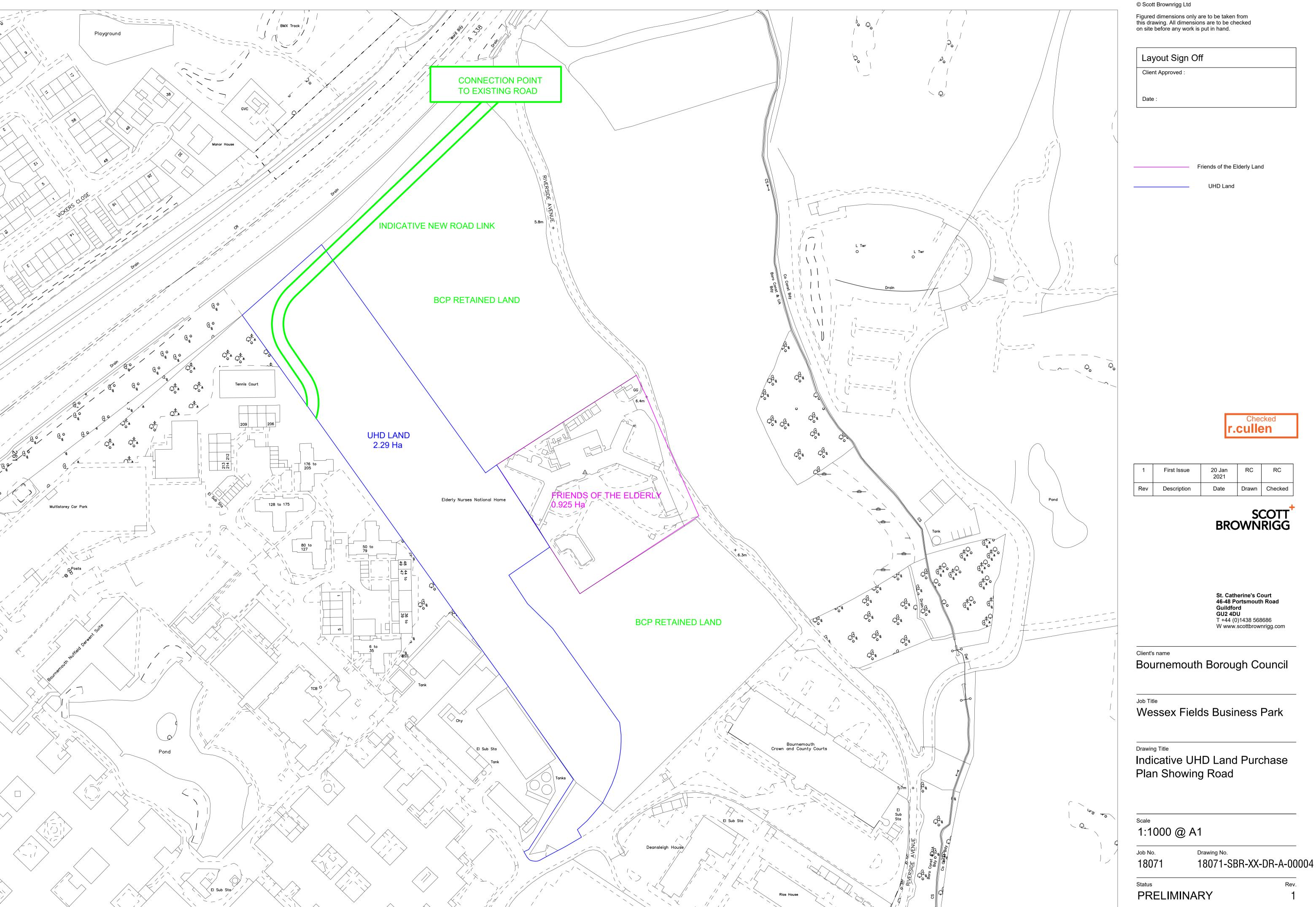
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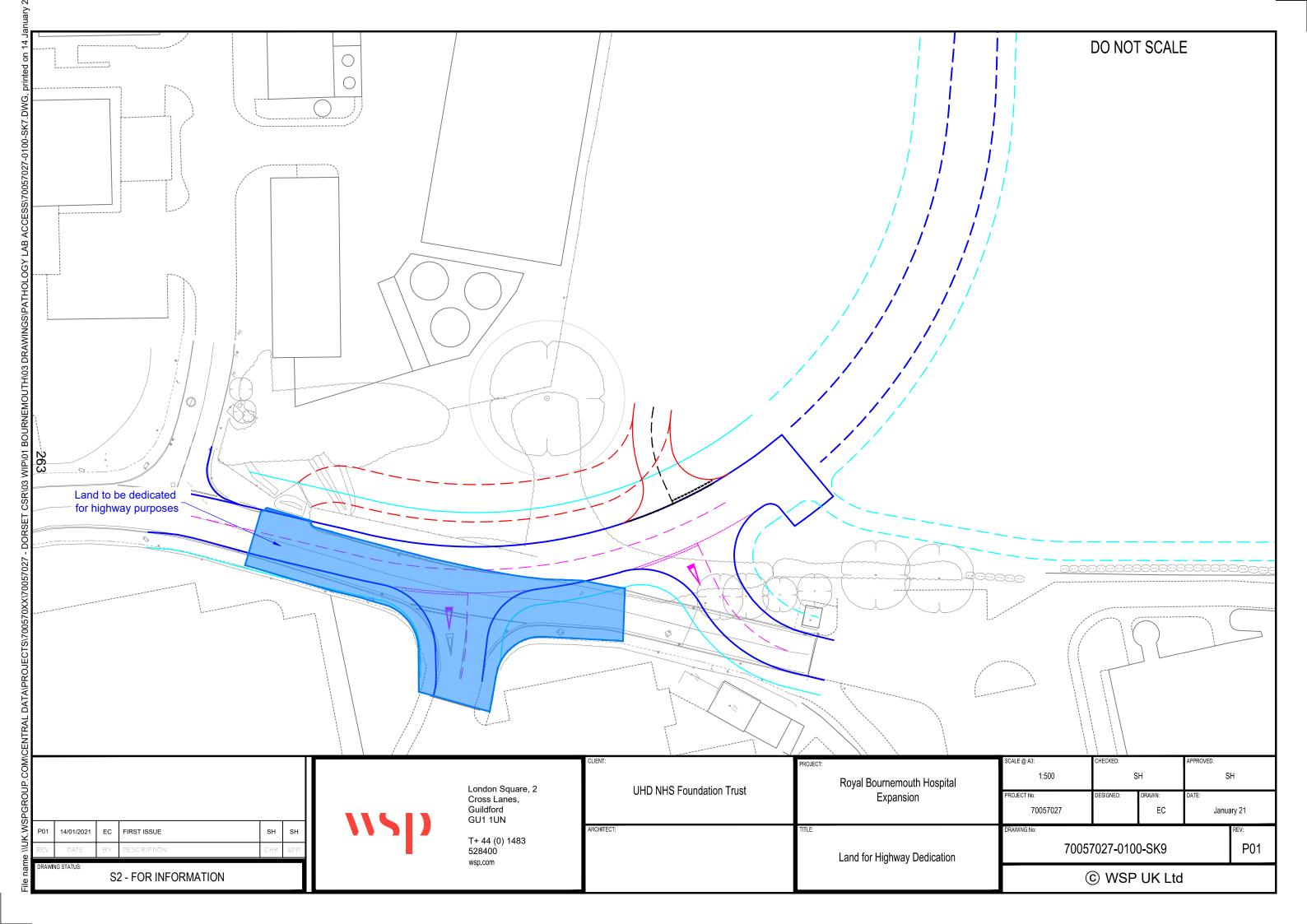


By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Decision Impact Assessment Report

Wessex Fields Disposal of Land

DIA Proposal ID: 182

Assessment date: 17th December 2020

Assessor(s): Sarah Longthorpe

Support: Roxanne King



The Decision Impact Assessment (DIA) is a requirement of BCP Council's Financial and Procurement Regulations. It has been developed to help project managers maximise the co-benefits of proposals, reduce risk and ensuring that sustainable outputs and value for money are delivered through every project, plan, strategy, policy, service and procurement.

The following report highlights the opportunities and potential issues associated with the above titled proposal. It has been assessed against a number of themes and shared with BCP Council Theme Advisors for internal consultation. The RAG ratings and additional information have been provided by the project manager and may or may not have incorporated feedback from theme advisors. Results should be scrutinised by decision-makers when considering the outcome of a proposal.

The results of this DIA will be combined with all other assessments to enable cumulative impact data across a wide range of data sets. Individual DIA reports should be included in proposal documentation and made available to decision makers for consideration. Cumulative impact reports will be produced annually or as required by the Climate Action Steering Group and Members Working Group.

For questions and further information, please contact Sustainability Team at DIA@bcpcouncil.gov.uk

Please note: This report is in a draft format and may appear different to future DIA reports.

DIA Proposal ID: 182 Welcome Roxanne King **Decision Impact Assessment BCP** Proposal Title: Wessex Fields Disposal of Land **Home Page Review registration** Key Climate Change & Energy Complete Not yet assessed **Communities & Culture** Complete Major negative impacts identified Waste & Resource Use Complete Minor negative impacts identified / unknown impacts Complete **Economy** Only positive impacts identified **Health & Wellbeing** Complete No positive or negative impacts identified **Learning & Skills** Complete **Submit Proposal Natural Environment** Complete At any point the assessment you can request a report of what has been completed so far, for example to share with colleagues. **Sustainable Procurement** Complete Note that it may take up to two working days for the report to be emailed to you. **Transport & Accessibility** Complete Request Report Ask for help

Proposal Title Wessex Fields Disposal of Land

Type of Proposal Other

Brief Description Disposal of approximately 6.15 acres of land at Wessex Fields to University Hospital

Dorset NHS Foundation Trust to enable development of the land for a pathology lab,

MedTech/research buildings and a multi-storey car park.

Assessor Sarah Longthorpe, Commercial Programme Manager

Directorate Regeneration & Economy

Service Unit Development
Estimated Cost No cost

Ward(s) Affected Littledown & Iford

Sustainable Development Goals (SDGs) Supported:



RAG reasoning and proposed mitigation/monitoring actions

Theme	RAG	RAG reasoning Details of impacts including evidence and knowledge gaps	Mitigation and monitoring actions Additional information relevant to the theme e.g. monitoring activities, performance indicators, related strategies. Amber / Red ratings - any mitigation/remedial action being considered
Climate Change & Energy		This relates to a freehold disposal of land. The exact nature and design of the development is still to be determined and would require the necessary planning consent. Both UHD and BU are committed to delivering carbon neutral developments and have a good track record of delivery. The partners are committed to reducing traffic movement on their site and this newly acquired piece of land.	Sale of land to be completed by 31st March 2021.
Communities & Culture		The sale of the land will support new MedTech research facilities which will improve public health and wellbeing in the community. The remainder of the site, which BCP Council are retaining ownership of, will be developed out to provide affordable/key worker housing and elderly living.	The council has entered into a Memorandum of Understanding with UHD and BU.
Waste & Resource Use		This relates to a freehold disposal of land. The exact nature and design of the development is still to be determined and would require the necessary planning consent. Both UHD and BU are committed to delivering carbon neutral developments and have a good track record of delivery.	Waste management strategy will be required for planning purposes.

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Economy	This relates to a freehold disposal of land. The exact nature and design of the development is still to be determined and would require the necessary planning consent. Both UHD and BU are committed to delivering carbon neutral developments and have a good track record of delivery. The partners are committed to reducing traffic movement on their site and supporting sustainable methods of transport. The pathology lab has planning consent and includes new cycle lanes.	It is anticipated that this development will contribute to the creation of circa 500 new jobs.
Health & Wellbeing	Whilst the exact design is undetermined at the stage, the use of the land will support new medical and health facilities that will benefit the community and staff. UHD is committed to delivering a sustainable development on this site.	N/A
Learning & Skills	Bournemouth University is a key strategic partner and will be a tenant in the completed development, however the exact nature and extent is for the partners to determine.	N/A
Natural Environment	Previously agricultural land now designated for employment use. Any future design/ development is subject to planning and will seek to maximise green space within the development and connectivity to the adjacent SSSI.	As part of the A338 Wessex Fields link road installation, the relevant ecological survey were undertaken.
Sustainable Procurement	No procurement - disposal of freehold land.	
Transport & Accessibility	This relates to a freehold disposal of land. The exact nature and design of the development is still to be determined and would require the necessary planning consent. Both UHD and BU are committed to delivering carbon neutral developments and have a good track record of delivery. The partners are committed to reducing traffic movement on their site and this newly acquired piece of land, however part of the site will be for the creation of a new staff multistorey carpark.	Traffic Impact Assessment will be undertaken for planning purposes.

CABINET



Report subject	Dedicated Schools Grant (DSG) Schools and Early Years Formulae 2021/22
Meeting date	10 February 2021
Status	Public Report
Executive summary	The council is required to set funding formulae for:
	 Early education and childcare for eligible 2 year olds and and all 3&4 year olds. Mainstream schools for pupls in reception to year 11
	The early years sector is largely comprised of private, voluntary and independent settings. The mainstream formula allocates funding only to public sector schools with the full details shown in School's Forum papers.
	Consultation has taken place with all relevant providers, schools and the School's Forum.
	This report includes the recommendations of the Schools Forum for approval. To support Cabinet consideration, the School's Forum Papers can be accessed through the link below:
	BCP Schools Forum
Recommendations	It is RECOMMENDED that:
	Cabinet to recommend to the council:
	(a) The early years funding formula as set out in Table 2 of paragraph 31.
	(b) The mainstream school's funding formula set out in Table 6 of Appendix 2 allowing for a £1.1 million (0.5%) transfer of Schools Block funding to support High Needs.
	(c) The local formula to adopt the National Funding Formula (NFF) funding values and mechanisms as set out in the report.
	(d) Delegation of the final decision on the mainstream school's formula, when all DfE decisions are known, to the Corporate Director, Children's Services, in consultation with the Portfolio Holder for Covid Resilience, Schools and Skills, taking into account the methodology recommended by the School's Forum in Table 8 of Appendix 3.
	(e) The Minimum Funding Guarantee for specialist providers is set at 0 per cent to allow maximum budget flexibility.

Reason for recommendations	Recommendation (a) allocates the full 2021/22 increase in funding from government to early years providers.
	Recommendation (b) allocates funding to mainstream schools by a formula methodology recommended by the School's Forum.
	Recommendation (c) allocates funding to all schools in line with the full NFF if a transfer level below £1.3 million is approved.
	Recommendations (d) and (e) are necessary as all decisions needed to finalise the mainstream school's formula have not yet been received from government, the timing of which is outside the Council's control.
Portfolio Holder(s):	Councillor Nicola Green, Portfolio Holder for Covid Resilience, Schools and Skills
Corporate Director	Elaine Redding, Corporate Director, Children's Services
Report Authors	Neil Goddard, Director, Quality and Commissioning ↑ neil.goddard@bcpcouncil.gov.uk 101202 128702
Wards	Council-wide
Classification	For Recommendation

Background

1. The Dedicated Schools Grant (DSG) is allocated by the Department for Education (DfE) through 4 separate funding blocks – Early Years, Schools, Central School Services and High Needs with a total estimated for BCP in 2021/22 of circa £300 million. Each funding block has its own National Funding Formula (NFF) methodology to allocate funding to the Local Authority (LA). The main driver of funding levels is pupil numbers. Details of the provisional BCP DSG settlement for 2021/22 are as follows:

Table 1: BCP DSG Settlement 2021-22

Funding Block	2020-21 Budget	2021-22 Forecast	Annual Change		Reason for Change	
	£000's	£000's	£000's	%		
Early Years	20,995	21,283	288	1.4%	Increase in funding rates by £0.06 (3&4 yo) and £0.08 (2 yo) per hour	
Schools	219,176	228,879	9,704	4.4%	Demographic and funding growth	
Central School Services	2,088	2,058	-30	1.4%	Demographic growth offset by funding reduction	
High Needs	43,738	47,756	4,018	9%	Demographic and funding growth	
Total Funding	285,997	299,976	13,980	4.9%		

- 2. Early Years funding for 2021-22 has been estimated by the DfE based on the January 2020 census. This will be finalised in summer 2022 based on the January census in the following two years.
- 3. Funding through the Schools and Central School Services Blocks is finalised each year in the December Settlement, based on the previous October school census. In 2021-22 the increase in pupils at October 2020 has generated £2.1 million of additional funding with the remaining £7.6 million delivered through higher funding values in the schools NFF.
- 4. The DFE School Funding Statutory Framework governs the expenditure that can be met from each funding block.

Schools Forum

- 5. The Schools Forum is a statutory independent consultation body of the LA with its constitution and operation regulated by the DfE and its meeting held in public. It has oversight of all DSG budgets with a range of decision-making powers.
- 6. The Forum includes representation from across BCP in the early years sector, each phase of school (primary, secondary, special, and alternative provision), and a 14-19 provider. Lead officers and the Cabinet Members for Children's Services and Resources can contribute at meetings but are non-voting members of the Forum.
- 7. The Regulations set out the responsibilities for decision-making between the Schools Forum and the LA, including any consultation requirements.
- 8. The Schools Forum decides the level of LA central expenditure retained from each funding block, with the exception of High Needs, for which it has a consultation role only. The Forum also decides if funding can be transferred away from the Schools Block up to a maximum of 0.5%, with any higher level requiring the approval of the DfE.

High Needs Block

- 9. The High Needs Block (HNB) largely funds the costs of meeting individual pupils identified additional needs through top up funding for those in mainstream schools, special school funding and the cost of specialist provision. There several factors placing pressure on this budget. Following legislative changes in 2014 there has been significant increases, locally and nationally, on the number of children and young people with Education, Health and Care Plans (8.9% in BCP in 2020), increasing preference and use of Special Schools at a greater cost and the rising numbers of pupils post 16 and 19 young people remaining in education following the legislation extending support to potential 25. Nationally the vast majority of Local Authorities are reporting their high needs budget expenditure is in excess of funding.
- 10. Within BCP, following a review of High Needs spending and increased robustness of financial data recording, we have identified a high needs funding gap of £10.8 million for 2021-22. This will be additional to the overall accrued deficit in the DSG that has been brought forward from previous years (£4.6 million) and the funding shortfall in 2020/21 which includes the budgeted shortfall (£5 million) and projected overspend (£1 million). Without further mitigating actions the total deficit at the end of the 2021/22 financial year is projected therefore at £21.4 million.

- 11. In order to address the High Needs Block overspend, Schools Forum has agreed to set up a High Needs working group of LA and School representatives. The group will overview the High Needs Budget recovery plan including reviewing expenditure and further developing options to address the overspend. To support this working group and to ensure financial rigour for the Council a full options appraisal will be undertaken to inform any capital bids and changes in funding arrangements within the High Needs Budget Recovery Plan.
- 12. There are a number of variables impacting on the High Needs Budget most notably the changing child population demographics and DfE funding arrangements. However, several other factors such as parental preference, Ofsted ratings of schools and levels of exclusions can also impact on the overall budget. As part of the full options appraisal, detailed financial modelling and analysis will be undertaken to support a more robust High Needs Budget Recovery Plan.
- 13. Fundamental to reducing the overspend is the need for our schools to be more inclusive to avoid the escalation of needs and resultant placement of children and young people in more expensive special schools and non-maintained independent schools.
- 14. With significant increases in the numbers of pupils with EHCPs in secondary school there is a clear need to provide locally good quality and cost effective post 16 and Post 19 employment, education and training opportunities. Building upon ongoing work a capital bid has been made to develop a SEND Preparing for Adulthood Hub to provide support and guidance to young people and their families on local options as well as developing additional Post 19 specialist provision for young people with a severe learning disability or autism with complex needs to reduce high cost placements.
- 15. Whilst additional special school places have been created there is a need to support more inclusion within our mainstream schools. A capital bid has been made to develop up to 4 additional resource provision within mainstream schools to meet specific needs, such as those pupils with autism with mainstream abilities and those children with moderate learning difficulties. With some capital funding to adapt existing special school provision this will allow for additional pupils with more complex needs to be met within our local special schools avoiding high cost placements.
- 16. In order to support the increasing costs of meeting additional needs, the Council is able to consider transferring resources from the School's Block (SB) of the DSG into the High Needs Block (HNB). The effect of this is to reduce the resources vulnerable to distribute to schools and increase those retained to be targeted at additional needs. If this transfer is less than 0.5% of the total SB, then approval can be given by the Schools Forum, a transfer greater than this would require an application for approval by the DFE. Any transfer of 0.5% or less that is not agreed by the School's Forum, would also need to be approved by DFE.
- 17. The Schools Forum meeting held on 14th January 2021 received details of the provisional DSG settlement for BCP along with the feedback from the consultation process that has been undertaken in relation to the allocation of DSG resources for the 2021/22 financial year. A DFE representative attended the Forum meeting to observe and gather immediate feedback on any proposed transfer.
- 18. Having considered these responses, the Schools Forum decided to support the transfer of 0.5% of the School's Block, an amount that would be available after funding all schools at the

full National Funding Formula level, of £1.1 million to support the High Needs Block. The Forum further supported the remaining surplus of £0.17 million (0.1%) to be added to the centrally retained growth fund as a contingency. Based on this approach, an application for DFE approval would not be required as this falls within the School's Forums powers to approve. The DfE representative who observed the Forum meeting did not raise any concern with this approach.

- 19. The Council could decide to make an application for a higher level of transfer, given the forecast overspend in HNB set out above. A 1.1% transfer would represent the transfer of the surplus in SB as set out above plus an additional 0.5% reduction in NFF, for which there was some support in the consultation process. A transfer level of 5% would be required to fully meet the forecast overspend in 2021/22, however this would be difficult to deliver due to restrictions on how the NFF can be scaled down to allow any transfer.
- 20. The Schools Forum only agreed a transfer of 0.5% and so any application for an amount over this would be considered without their support. A request to transfer more than the 0.5% even with Forum approval was turned down in 2020/21. Soft intelligence suggests most Councils will look to request no more than a 0.5% transfer as anything else is unlikely to be approved.
- 21. The LA can decide to transfer funding from early years or central school services, but this could not be at any scale and funding is fully committed between early years providers and Council services.
- 22. Based on this a transfer as set out in paragraph 13 above is recommended. These proposals recognise the challenges in setting a balanced DSG budget to meet the needs of all pupils.

Early Years Single Funding Formula (EYSFF)

- 23. BCP Council is required to operate a single EYSFF. The formula is applicable for 2, 3 and 4-year old eligible education and childcare in pre-schools, day nurseries, independent schools, childminders, and in nursery classes within a small number of maintained schools and academies.
- 24. The funding rates were unchanged over the 3- year period 2017/18 to 2019/20 and uplifted nationally in-line with inflation for 2020/21 by £0.08 per hour.
- 25. Funding rates for 2021-22 have again been uplifted nationally in line within inflation by £0.06 for 3&4 year olds and £0.08 for 2 year olds. This report recommends that this is passed on to providers in full, with centrally retained funding at the same level as 2020/21. The increase is proposed to be added to the provider base rate.

2021/22 Local Formula

- 26. The structure of the formula for 2-years-olds is a mandatory single base rate (eligibility is restricted to children from low income families).
- 27. The formula for 3 and 4-year-olds is to include a universal base rate for all providers, a mandatory deprivation supplement to differentiate funding, with a number of additional discretionary and specific supplements permitted.

2021/22 Formula Development

- 28. The principles proposed for the formula are to be a continuation of the 2020/21 principles:
 - Minimise the amount retained centrally, maximising funding to providers.
 - Deprivation supplement to be at a sufficient level to improve outcomes for children with a background of deprivation.
 - Set a formula that allows providers to better forecast and business plan (note this principle is aimed at minimising the use of supplements and using a measurement for deprivation with a high level of predictability).
 - Special Educational Needs & Disability top up funding is provided for every hour of attendance at a level to support improvements in their outcomes.

Formal Consultation and Recommendation from the Schools Forum

- 29. The consultation ran for 4 consecutive weeks, ending on 14 December 2020. A consultation paper was distributed to the 364 providers and a virtual consultation event was held. Responses were provided via an on-line survey with a 14% response rate achieved. The consultation proposed the 2020/21 formula was retained for 2021/22 with only the base rate adjusted to reflect the level of funding available. This had the broad support of providers.
- 30. The Schools Forum considered the outcome of the consultation at the 14 January 2021 meeting and supported the proposal for central retention from Early Years for LA support functions.

Proposed EYSFF 2021/22 for Council Decision

31. The 2020/21 base rate for 3&4 year olds is updated by £0.06 per hour, and 2 year olds by £0.08 in line with the increase in funding from the DfE

Table 2: EYSFF - Hourly Funding Rates

Children Aged 2:

Funding Elements	Allocation from	EYSFF	Note
	Funded Rate *	Provider Rate	
Base Rate	£5.08	£5.08	Every child
SEND Inclusion Fund	£0.13	£2.00 or £6.30	Per eligible child
Central Functions	£0.18		
DSG Funding Per Hour	£5.39		

Children Aged 3 and 4:

Funding Elements	Allocation from	EYSFF	Note
3	Funded Rate *	Provider Rate	
Base Rate	£4.12	£4.12	Every child
Deprivation	£0.13	£0.53	Per eligible child
SEND Inclusion Fund	£0.11	£2.00 or £6.30	Per eligible child
Central Functions	£0.02		
DSG Funding Per Hour	£4.44		

^{*}The shaded allocations from the DSG funding levels of £5.39 (2-year-olds) and £4.44 (3 and 4 year olds) are shown for context.

Appendix 1 provides a summary of the formula for BCP

Mainstream Schools Formula

- 32. The Schools Block is calculated according to two NFF, the Schools NFF based on individual school data and the Growth Fund NFF based on demographic data at ward level. The mainstream school's formula is funded from the Schools Block after amounts have been set aside in a central LA budget (Growth Fund) to provide for agreed in-year pupil growth in specific schools and after any agreed transfer to High Needs. Some pupil growth is provided to schools through the local formula and there is no expectation that the Growth Fund should match the related NFF allocation.
- 33. BCP has £229 million available to allocate to mainstream schools through the local formula in 2020/21 as set out in Table 3.

Table 3: School Block Funding Allocations 2020/21

Allocation of Funding	£000's
Total Schools Block Allocation – Table 1	228,879
Growth Fund agreed by Schools Forum plus agreed contingency	(402)
Transfer to High Needs –£1.1m agreed by Schools Forum with application to DfE in progress	(1,144)
Total for Individual School Budgets (ISB)	£227,333

Schools NFF to Fund LAs

34. The Schools NFF to provide funding to the LA contains a number of factors as shown in Figure 1. The DfE expectation is that LAs will transition their local formulae towards this approach with the aim of all schools being funded by a national formula in 2022/23. BCP

adopted the NFF in 2020/21 as the level of funding transfer to high needs was limited by the DFE with the full NFF therefore affordable.

Basic per pupil Age-weighted pupil unit Minimum per pupil level funding English as **Additional** Low prior В **Deprivation** an additional Mobility needs funding attainment language **Premises** Lump School-led **Sparsity** C Growth sum funding Split Exceptional PFI Rates sites premises Geographic D **Area Cost Adjustment** funding

Figure 1: Factors in the schools national funding formula

- 35. The impact of the 2021/22 NFF for BCP to fund its 89 mainstream schools is as follows:
 - a) Minimum per pupil funding level (MPPFL) impacting on 50 schools. MPPFL increase compared with 2020/21 of Primary 6.4%, Secondary 2.8%. An uplift is made where the NFF allocations otherwise would provide less funding than national minimum levels (typically for schools with high performing pupils from more affluent backgrounds). Higher MPPFL levels mean more schools are uplifted in 2021/22 than in 2020/21.
 - b) Minimum per pupil funding protection of 2% for 10 schools where the NFF provides less than local historic allocations (typically schools with higher levels of deprivation).
 - c) The remaining 29 schools are fully **formula funded** with changes in NFF allocations compared with 2020/21 driven by a 3% uplift on all NFF formula factors unit values other than Free School Meals (1.5% uplift) and by data changes from the October 2019 school census.
- 36. The school level NFF allocations for each phase are totalled and divided by pupil numbers at October 2019 to derive the unit funding levels for 2021/22. These are then applied to October 2020 census pupil numbers to determine the final Schools NFF funding for all mainstream schools.

Local Formula to Fund Mainstream Schools

- 37. The local formula to pass funding on to mainstream schools must be designed to a DfE template, the Authority Pro-forma Tool (APT). This must be approved by the DfE prior to budgets being notified to schools. The DfE ensure the budget calculations adhere to the regulations and any variations (dis-applications of the regulations) have the appropriate approvals from the Schools Forum and/or the DfE.
- 38. This APT format is similar to the NFF, but there are a number of differences in how the local formula must operate and the two cannot match exactly. A significant difference is the minimum funding guarantee (MFG) which is a mechanism in the local formula to protect schools from a significant reduction in per pupil funding compared with 2020/21. The NFF uses this mechanism but instead compares to the 2020/21 NFF rather than the local formula.

39. Although the detail of the local formula is highly regulated, there remains local discretion concerning which factors to use (in addition to the mandatory basic entitlement and deprivation factors), and how much funding is allocated through each. Most of the data used in the final local formula is supplied by the DfE in mid-December each year with some limited local discretion in how it is used in a small number of cases.

2021/22 BCP Mainstream Formula Development

- 40. At its meeting in October the Schools Forum recommended that the starting point for the local BCP formula was that the NFF should be adopted as closely as possible and as affordable. This is identical to the position taken for 2020/21.
- 41. The funding gap in high needs was considered at the same meeting. The proposals for the mainstream formula were the same as those adopted for 2020/21:
 - a) all schools should share the cost of any transfer as equitably as possible
 - the methodology developed by the working group for 2020/21 budgets to reduce NFF allocations for varying levels of transfer was to form the basis of the consultation with all schools.
 - c) a number of technical formula adjustments were also to be included.

Formal Consultation and Recommendation from the Schools Forum

- 42. The consultation with schools was undertaken over 4 weeks, closing on 14 December 2020. A consultation paper and link to the online survey were sent out to all schools by e-mail, with an opportunity to also respond on-line. A virtual consultation meeting was held in early December, aided by a presentation, that was well-attended by schools.
- 43. A response rate from mainstream and special schools of 68% was achieved.
- 44. The majority of schools (55% of responses) agreed schools should give up 0.5% (£1.1 million) NFF funding to contribute to any transfer to high needs with support for the mechanism proposed, with no schools supporting schools giving up either 1% or 1.5% of funding from NFF for a transfer. However, this was in the context of no assumed surplus being available once schools were fully funded at NFF levels.
- 45. The Schools Forum received the outcome of the consultation with schools at the 14 January 2021 meeting and made a recommendation as to how the Schools NFF should be adjusted to manage a funding transfer if the council decided to pursue a transfer above 0.5% and after the level has been finally agreed by the DfE. This recommended approach is summarised in Appendix 3 with the final proposal added to demonstrate how this has been implemented.

2021/22 Proposed BCP Mainstream Formula based on a £1.1 million transfer

- 46. The final formula for approval (based on a £1.1 million transfer) is included in Table 6 of Appendix 2, with a comparison with the 2020/21 local BCP formula and the 2021/22 Schools NFF for context.
- 47. The Schools Forum supported a transfer of £1.1 million, and, the full NFF can be provided to all mainstream schools. In this case the recommendation to the council is that the local formula is to mirror the NFF as closely as possible within the regulations.

Financial Impact for Mainstream Schools by Phase

48. The phase impact of the proposal based on a £1.1 million transfer compared with 2020/21 school budgets and the 2021/22 NFF is shown in Table 4 below:

Table 4: Impact of the Proposed 2021/22 Mainstream Schools Formula by School Phase

Phase	2020/21 Per pupil Budget	2020/21 Budget £000s	Per pupil Budget	Per Pupil change against 2020/21	2021/22 Budget £000s	NFF Per pupil Budget	Per Pupil change against NFF
Infant/ First Total	4,086	19,052	4,305	5.36%	20,212	4,305	0.00%
Junior Total	4,060	21,309	4,264	5.00%	21,817	4,264	0.00%
Primary Total	4,148	67,986	4,331	4.42%	70,382	4,331	0.00%
Primary	4,120	108,348	4,313	4.71%	112,411	4,313	0.00%
Middle/Secondary	5,482	91,817	5,637	2.84%	96,683	5,637	0.00%
All- through	4,900	16,468	5,040	2.85%	18,240	5,040	0.00%

Minimum Funding Guarantee for Maintained and Academy Specialist Providers

- 49. The MFG must also be set for the funding rates of special schools and alternative provision between 0.0% and plus 2.0%. It can be set at a different level than for mainstream schools.
- 50. If the 0.5% transfer from the Schools Block is agreed it is proposed that current funding levels for maintained and academy specialist providers will continue (MFG at 0%). If there is to be a lower level of transfer then savings in high needs budgets may need to include reduced funding levels, although this would require a dis-application of regulations requiring DfE approval.
- 51. To maintain maximum flexibility in balancing the DSG budget it is proposed that an MFG is set at 0% for specialist providers.

Summary & Recommendations

Cabinet to recommend to the council:

- a) The early years formula set out in Table 2 of paragraph 21.
- b) The mainstream school's formula set out in Table 6 of Appendix 2 for a 0.5% transfer of Schools Block funding to High Needs.
- c) The local formula is to adopt the NFF funding values and mechanisms.
- d) Delegation of the final decision on the mainstream schools formula, when all DfE decisions are known, to the Corporate Director, Children's Services, in consultation with the Children's Services Cabinet member, taking into account the methodology recommended by the Schools Forum in Table 8 of Appendix 3.
- e) The Minimum Funding Guarantee for Specialist Providers is set at 0% to allow maximum budget flexibility.
- 52. There are no financial implications for the council from the distribution methods to allocate funding between early years providers and schools as all funding is provided through the DSG.

53. The financial implications of the formula changes for early years providers and schools have been set out above in this report.

Summary of Legal Implications

- 54. The consultations undertaken and the recommended proposals are compliant with the School Funding Statutory Framework for 2021/22.
- 55. School budgets must be finalised and notified to maintained schools by 28 February 2021.

Summary of Human Resources Implications

56. There are no Human Resources implications within the council from these proposals.

Summary of Sustainability Impact

57. There are no expected sustainability issues from the proposals.

Summary of Public Health Implications

58. Should appropriate funding not be allocated to meet the needs of pupils with SEND within BCP, there may be health and well-being implications for this group of the population, that may lead to reduced health equalities locally.

Equalities

59. Equality issues have been taken into account where applicable and recommendations are in accordance with the councils Equalities Policy. An Equalities Impact Assessment has been undertaken.

Summary of risk assessment

- 60. Consideration has been given to any risks that may arise as a result of the implementation of the recommendations made. The risk to the council is that should budget pressures within the Dedicated Schools Grant continue to increase as a result of the high needs funding gap, this may eventually exceed council general reserves.
- 61. There is a risk that insufficient funding within the High Needs budget may limit the council's ability to undertake its statutory functions in relation to pupils it maintains with Education, Health and Care Plans.

Background Papers

- 62. BCP Schools Forum 23 October Agenda Item 8: Mainstream Schools' Funding Formula https://democracy.bcpcouncil.gov.uk/documents/s20633/Item%208%20- %20Mainstream%20Funding%20Formula%202021-22%20FINAL%20v5.pdf
- 63. BCP Schools Forum 14 January, Agenda Item 8

https://democracy.bcpcouncil.gov.uk/documents/s22755/Enc.%201%20for%20Mainstream%20schools%20and%20Early%20Years%20Funding%20formulae%202021-22%20and%20DSG%20Funding%20Block%20transfe.pdf

Appendices

Appendix 1 -3

Appendix 1

Table 5: EYSFF Current Hourly Funding Rates across BCP

3 and 4 Year Olds	Government Rate £4.38	Provider Rate	
Base Rate	£4.12	£4.12	Every child
Deprivation Supplement	£0.13	£0.53	Per eligible child*
SEN/D Inclusion Fund	£0.11	£2.00 or £6.30	Per eligible child
Central Functions	£0.02		

2 Year Olds	Government Rate	Provider Rate	
	£5.31		
Base Rate	£5.08	£5.08	Per eligible child
SEN/D Inclusion Fund	£0.07	£2.00 or £6.30	Per eligible child
Central Functions	£0.16		

Deprivation Eligibility is currently determined as follows:

The supplement is added for those children that had formerly accessed 2 year old funding or those that are currently eligible for EYPP as a 3 or 4 year old. No IDACI scores are used and the supplement is only added to the rate of the child entitled.

SEND Inclusion is currently funded as follows:

Providers are funded per hour for all early entitlement hours accessed, based on two levels of need which is determined by an Early Years Area SENCO; Band 1 £2.00 and Band 2 £6.30.

Appendix 2

Table 6: Proposed BCP Mainstream Formula 2020/21 to allow for a transfer from the Schools Block of 0.5%

(a) Factors within the formulaic Schools NFF

	ВСР	Proposed	NFF
Factor	2020/21	ВСР	2021/22
		2021/22	
Basic Entitlement – Primary	99% of NFF	NFF	£3,123
Basic Entitlements Secondary	99% of NFF	NFF	KS3 £4,404 KS4 £4,963
Deprivation – FSM data	NFF	NFF	£460
Deprivation FSM over 6 date	NFF	NFF	Pri £575
Deprivation – FSM ever 6 data	NFF	INFF	Sec £840
Deprivation*- IDACI bands	NFF	NFF	Range (£215 to £865)
Prior Attainment Primary	NFF	NFF	£1,095
Prior Attainment Secondary	NFF	NFF	£1,660
LAC	Not used	Not used	Not used
EAL Primary	NFF	NFF	£550
EAL Secondary	NFF	NFF	£1,485
Lump Sum	NFF	NFF	£117,800
Primary	INFF	INFF	£117,000
Lump sum	NFF	NFF	£117,800
Secondary	INI		2117,000
Sparsity	NFF Method	NFF Method	NFF Method
Primary MPPFL	£3,930	NFF	£4,180

Secondary MPPFL	£5,265	NFF	£5,415

(b) Factors and mechanisms outside the formulaic Schools NFF (funding provided at historic cost to the LA)

Factor	BCP 2020/21	Proposed BCP 2021/22	NFF 2021/22
Business Rates	At cost	At Cost	At cost
Exceptional (2 P schools)	£101,017	NFF	£101,017
Split sites (2 B Schools)	£230,288	NFF	£230,288

(c) Minimum Funding Guarantee

	BCP 2020/21	Proposed BCP 2021/22	NFF 2021/22
MFG (annual change)	Minus 0.5%	Plus 2.0%	Plus 2.0%

Table 7: Proposed 2021/22 Formula Outcome for Schools with 0.5% Transfer (all schools receiving National Funding Formula)

Number of Schools	Formula	MPPFL	MFG	Total
Infant/ First Total	3	12	1	16
Junior Total	3	9	-	12
Primary Total	8	22	7	37
PRIMARY PHASE	14	43	8	65
Primary %	22%	66%	12%	100%
Middle/Secondary	12	7	2	21
All- through Total	3	-	-	3
OTHER PHASES	15	7	2	24
Other %	63%	29%	8%	100%
TOTAL SCHOOLS	29	50	10	89
Total %	33%	56%	11%	

Appendix 3

Achieving Varying Levels of Funding Transfer from the Schools NFF

A table identical to the one below was used in the Consultation with Schools and Schools Forum to illustrate how the Schools NFF could be adjusted for varying levels of transfer to high needs. The illustrative levels of transfer are for release from NFF under the assumption there was no surplus funding within the NFF as a result of a comparison between growth funding and the growth factor allocation. There was a small surplus of 0.05% NFF as a result of the NFF comparing MFG against the 2020-21 NFF baseline rather than the local funding formula. The final proposal for approval has been added for comparison (highlighted in yellow).

Table 8: Illustrative Consultation Options to Release Funding from the NFF at Varying Levels of Transfer

Transfer			
Formula Changes (implemented in this order)	MFG	MPPFLs changed against 2021- 22 NFF £	Basic Entitlement all phases %
2021-22 NFF	+2.00%	0	100.0%
(a) 0.5% only MFG & Formula schools contribute	+1.00%	No change	98.3%
(b) 0.5% all schools contribute	+1.40%	-20	99.3%

CABINET



Report subject	Establishment of Winchelsea Satellite at Somerford Primary School Site
Meeting date	10 February 2021
Status	Public Report
Executive summary	The number of children and young people assessed as requiring a place at a specialist education provision in the BCP area has increased in recent years. Local provision to meet these needs is of high quality, but capacity has not been expanded sufficiently to meet this additional demand. As a result, increased use has had to be made of local Independent and Non-Maintained special schools which are comparatively expensive and often located outside of the BCP area. The result of this has been significant pressure on the school Transport budgets. In partnership with the BCP community of schools, a range of proposals has been developed to increase capacity and create new provision to meet the needs of these pupils and these were reported to Cabinet in the paper 'Capital Investment to Increase Special Educational Needs Capacity' on 22 April 2020.
	The process for making changes to maintained schools is prescribed by the Department for Education. This report provides details of the process undertaken in relation to adding places at Winchelsea School through establishment of a new satellite at Somerford Primary School. The request to implement the proposal is being made with the support of Winchelsea School and Somerford Primary School.
Recommendations	It is RECOMMENDED that:
	The proposal to establish a new satellite of Winchelsea School at the Somerford Primary School site is agreed.
Reason for recommendations	To increase local capacity in BCP maintained schools to meet the assessed educational needs of children and young people with SEND and to reduce pressure on the High Needs Budget.
	The Council is the authority for approving this significant change to a maintained school.
Portfolio Holder(s):	Councillor Nicola Greene, Portfolio Holder for Covid Resilience, Public Health and Education
Corporate Director	Elaine Redding, Corporate Director for Children's Services

Report Authors	Neil Goddard - Director, Quality and Commissioning, Children's Services
Wards	Alderney & Bourne Valley; Burton & Grange; Winton East;
Classification	For Decision

Background

- In line with the SEND capital report received at Cabinet on 22.04.20 as
 referenced with the Background Papers section of this report, BCP council have
 identified there is a lack of sufficiency of Special Educational Needs places in the
 area. To enable to proposals to be implemented, the council must undertake the
 statutory significant change process outlined below.
- 2. Adding local SEND places is intended to address sufficiency across the age range 0 to 25 years, based on an assessment of need. The places are primarily for pupils with an Education Health and Care Plan. Nationally, the proportion of pupils in schools with an EHCP has increased from 2.8% in 2016/17 to 3.3% in 2019/20, which represents a 20% increase as a proportion of the school population.

Making changes to maintained schools to enable SEND proposals to be implemented

- Under section 14 of the Education Act 1996, Local Authorities have a statutory duty to ensure there are sufficient places for primary and secondary education in their areas. The DfE expects LAs to manage the school estate efficiently and to reduce or find alternative uses for surplus capacity.
- 4. To make changes to an open maintained school BCP Council must follow the statutory process for making prescribed alterations to schools. There are 4 parts to this process: publication, representation, decision and implementation.
- 5. Consultation on the proposal to establish a new satellite of Winchelsea School at Somerford Primary School, has taken place, see Appendix 1 for information.

Summary of proposed changes and consultation responses

- 6. It is proposed that the number of places provided by Winchelsea School will increase during the academic year 2021/22.
- 7. The school will increase through the addition of a satellite provision. This provision will add up to 60 KS1/2 places at a new site at Somerford Primary School, Draper Road, Christchurch BH23 3AS. These places will be able to meet the needs of children placed at Winchelsea School, which are:
 - VI Visual Impairment,
 - HI Hearing Impairment,
 - SLCN Speech, language and Communication,
 - ASD Autistic Spectrum Disorder,
 - SEMH Social, Emotional and Mental Health,
 - MSI Multi-Sensory Impairment,
 - MLD Moderate Learning Difficulty
 - SLD Severe Learning Difficulty

- 8. The Council received 19 responses to the public consultation on establishing a new Winchelsea satellite at Somerford Primary School. A large proportion of the responses concern one of the wider consequences of the proposal to establish the new Winchelsea satellite. The proposal is one project of the programme of projects that have been carried out and those still planned to add local SEND places in BCP. The aims of the programme are to meet needs and to manage the High Needs Budget. Somerford Primary School currently hosts the 24 place Woodford satellite campus of Linwood School; currently 14 pupils are placed at the Woodford satellite. The proposal to establish a new Winchelsea satellite at Somerford would necessitate relocation of Woodford. The net impact would be an increase of up to 36 places. Winchelsea placements have a lower annual cost than Linwood costs, therefore are more cost effective than Linwood places on an ongoing basis. Many of the responses to the consultation concern the impact that would follow from relocation of the Woodford satellite; relocation of Woodford would involve a consultation of its own. Work has been ongoing to identify a suitable alternative site for Woodford in the Christchurch area.
- 9. Of the 19 responses received, the levels of support and objection from different stakeholder groups are set out in the table below. Full responses are shown in Appendix 1.

Stakeholder group	Number of respondent s	Supports proposal	Does not support proposal	Support or otherwise not expressed
Winchelsea parent	3	3	0	
Linwood Woodford parent	6	1	4	1
Linwood / Woodford staff	4		1	3
Somerford parent	2	1		1
Parent at another school	1	1		
Ward Cllr.	2	2		
Not stated	1		1	

Somerford Primary School

10. Somerford Primary School is a maintained school in Christchurch providing education for pupils in reception to year 7. In line with the national picture the rate of births in Christchurch has been falling so that pupil numbers in Christchurch schools started to reduce from September 2017. Forecasts for pupil numbers for September 2021 and 2022 remain at the lower level. Cabinet has already made the decision to reduce the admission number for Somerford Primary School from 60 to 30 places from September 2021 onwards and to repurpose the accommodation for an increase in SEND provision on the site in September 2021.

Winchelsea School

- 11. Winchelsea School is a maintained special school in Poole for children with special educational needs, for which an Education, Health and Care Plan (EHCP) is usually required. The school has a number of satellite sites across BCP.
- 12. To meet forecast need for additional special school places for pupils with various special educational needs, including:
 - VI Visual Impairment,
 - HI Hearing Impairment,
 - SLCN Speech, language and Communication,
 - ASD Autistic Spectrum Disorder,
 - SEMH Social, Emotional and Mental Health,
 - MSI Multi-Sensory Impairment,
 - MLD Moderate Learning Difficulty and
 - SLD Severe Learning Difficulty

it is proposed to:

- 13. Increase the size of Winchelsea School by establishing a new satellite of up to 60 places at Somerford Primary School.
- 14. Expand the age range of the school to include ages 17 to 19 (Year 12 to Year 14) and add up to 14 age 16-19 (post-16) places.
- 15. A consultation was held from Friday 9 October 2020 until 23:59 Thursday 19 November 2020. A notice was published in the Bournemouth Echo and electronic links to consultation documents were sent to all school admission authorities in BCP Council, Children's Centres, local Members of Parliament and relevant schools located in Dorset Council and Hampshire County Council.

Options Appraisal

- 16. The decision options available to Cabinet are as follow:
 - a. Support in full the significant change proposal
 - b. Not to support the proposal.
- 17. Option a will support the proposal for additional SEND places, for which capital funding has already been agreed, to take place.
- 18. Option b would provide too few places to address SEND sufficiency concerns and would require alternative expansion projects to be explored. It could result in significant growth in the High Needs Block of the Dedicated Schools Grant deficit, as it would be challenging to identify alternative options for expanding specialist provision in existing mainstream sites. Alternatives are likely to be less cost efficient and unlikely to provide the sufficiency of additional places the LA requires.

Summary of financial implications

- 19. The intention is for the additional SEND places that would be delivered to achieve cost avoidance savings to the Dedicated Schools Grant High needs budget through avoiding placements in more expensive often out of area Independent provision placements. Cost avoidance through this approach may save approximately £25,000 annually per placement, which for 60 placements is approximately £1.5m.
- 20. SEND capital feasibility funding has already been committed to this project in order to inform the scope of works to facilitate the proposed significant change.

Summary of legal implications

- 21. The Council has powers under the Education and Inspections Act 2006, section 19(1), to consult on making significant changes to maintained schools in its area. The council has powers under the 'Making significant changes ('prescribed alterations') to maintained schools, Statutory guidance for proposers and decision-makers', October 2018, to determine whether proposed changes should be agreed and implemented.
- 22. No legal advice has been taken in relation to the significant change that is the subject of this report.
- 23. The Council has a duty to commission sufficient suitable school places for school age children resident in BCP, including SEND provision. School organisation officers have advised that the risks associated with the reduction of mainstream places that will result from adding SEND places in mainstream schools, may potentially arise in several years' time. Current pupil forecasts indicate no additional Primary phase school places will be required until at least 2023/24 for Reception and 2026/27 for Year 3 Junior school entry. However, localised pressure on Primary places may remain in schools that experience strong parental preference. Secondary numbers are forecast to increase by up to a fifth, with around 3,300 additional pupils by 2025/26. Pupil numbers after this point will begin to drop back and remain at a lower level until 2028/29 at least. Additional Secondary places are forecast to be required to accommodate the bulge numbers.
- 24. For children with an EHCP, Local Authorities are under an obligation to comply with the wishes of a parent in expressing a preference for a particular school, unless it would prejudice the provision of education or the efficient use of resources. Therefore, parents have a right to express a preference for the school they want their child to attend, but do not have a right for their child to attend that particular school.
- 25. Children with Statements of SEN/EHCPs are not admitted through the admissions arrangements and are placed in schools through the statement/EHCP process. Under section 43 Children and Families Act 2014, the school named in an Education, Health and Care Plan (EHCP) must admit the child. When an EHC plan is maintained for a child or young person the local authority must secure the special educational provision specified in the plan

Summary of human resources implications

- 26. There are human resources implications that will need to be progressed by the schools that are involved in the proposed changes. Additional staff will be required for the Winchelsea School Somerford satellite, which the governing body of the school will need to recruit to.
- 27. Redundancies are not expected as part of this significant change. However, should there be any, the costs of any teaching staff redundancies at Winchelsea School would normally fall to the school's budget.
- 28. There are no human resource implications expected outside of those required of schools. SEND case officers will still be required to work with schools and families to place the children that will attend his provision, since they would likely have attended another provision otherwise.

Summary of sustainability impact.

29. Through ensuring additional appropriate provision is available to meet needs closer to where children and young people live there will be an overall reduction in the distances travelled to get to school and an increase in the numbers being educated within their own communities. In addition, the proposed changes will

contribute to making use of existing school buildings. The schools will be required to update their Travel Plans to determine how home to school pupil travel can be organised to cause the minimum impact on traffic volumes and the environment.

Summary of public health implications

30. The proposed change will contribute to the implementation of the High Needs Block Recovery Strategy. The addition of extra SEND places in local BCP schools will enable a greater number of children who require a specialist place to attend suitable provision in their own community.

Summary of equality implications.

31. The proposed project will contribute to the availability of appropriate local provision to meet the needs of children and young people with special educational needs and/or disabilities.

Summary of risk assessment

32. The Council has a duty to commission sufficient suitable school places for school age children resident in BCP. This duty includes ensuring children and young people with an Education, Health and Care Plan are able to access a suitable school place.

Background papers

- 33. 11. Report to BCP Cabinet on 22.04.2020 published works:
 - 7. Capital Investment to Increase Special Educational Needs Capacity

 https://democracy.bcpcouncil.gov.uk/documents/g3729/Public%20reports%20pack%2022nd-Apr-2020%2010.00%20Cabinet.pdf?T=10

Appendices

Appendix 1 – The consultation process

Appendix 2 – Consultation responses

Appendices

1. The consultation process

A consultation was carried out from Thursday 9 October until 23:59 Thursday 19 November 2020.

Consultation Documents and Response Forms were made widely available through electronic links to:

- Families of all pupils of Winchelsea School
- Families of all pupils of Somerford Primary School
- The Governing Body of Winchelsea School and Somerford Primary School
- School staff at Winchelsea School and Somerford Primary School
- Head Teachers across the BCP Council area including those of Independent and Non-Maintained Special Schools
- Head Teachers of Schools outside of the BCP council area at which the LA places children in neighbouring authorities
- Local Members of Parliament
- Trade Union representatives
- Local Children's Centres

Consultation response forms were also available on the BCP Council website with a link from the school's website. A notice in the Bournemouth Echo on Thursday 9th October 2020 advised how the consultation form and response form could be obtained.

2. Consultation responses

Stakeholder group	Support the proposal Y/N	Text of consultation responses (as submitted)
Parent of Winchelsea pupil	у	Have I seen the impressive satellite units at other sites and they provide a setting I believe the BCP have been missing.
Parent of Winchelsea pupil	Y	The existing satellite classes have been great
Not stated	Υ	To make education more inclusive a d diverse
Ward councillor	Y	I like the fact there will be extra provision in Christchurch and that we are utilising existing assets to do this.
Parent of Somerford pupil	Not stated	I am happy to support children who need additional support. I think somerford is a fantastic school and trust the head completely
Parent of Longspee & Somerford pupils	Y	I have a sen child myself and I know how hard it was getting him a placement so I do agree more needs to be done to help support our children that need it so they can be in the right setting for them
Parent of pre- school age child/children	N	1)disruption to the children 2)I don't think it right to replace one special educational school for another specail educational school 3)we dont even know where the new place is going to be
Ward councillor	Y	The number of children and young people assessed as requiring specialist provision in BCP has increased. This proposal will increase the size of Winchelsea School by up to 60 places and these places will be added to Somerford Primary School. It will enable Winchelsea School to better meet the needs of their pupils and ensure Somerford Primary is sustainable.

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Linwood staff	Not stated	Woodford school should not be closed. There is currently no provision for Woodford children to transition to ks3 at the proposed Winchelsea site. Woodford has been set up with public funds and this money will be wasted to close the school. Woodford/Linwood School have existing relationships developed with Somerford School and should be able to keep its children at this location and provide further classes for these children and others as they move up the school. Linwood school should be able to keep its satellite classrooms and extend these into ks3. There is a greater need for SEN secondary placements. Great upheaval and emotional distress for moving the current Woodford children to another site. Where will Woodford children go? No thought has been given to these children. It does not make financial sense to provide all these facilities for Winchelsea School when there is another school already onsite able to offer everything in the proposed consultation and to extend this offer with secondary provision. No alternative provision has been offered to Woodford School. They should not be asked to move until such provision is in place and this provision meets or even exceeds their needs. This provision should include the opportunity for the children to progress to secondary school aged within this new site. If these children are asked to move sites, how will they travel there if the families can not drive. Will transport be provided?
Parent of Linwood pupil	N	My child goes to Woodford and I strongly dont agree with uprooting them for another special needs school taking their place. It doesn't make sence .why put Woodford school at Somerford only to move them so Winchelsea can take over. Alot of child cant take the changes it was difficult for them moving in the first place they are all very settled there
Parent of Linwood pupil	Y	There is definitely a greater need for more SEN schools or satellite classes in order to accommodate and educate the rising number of children who identify as having greater learning difficulties.
Parent of Linwood pupil	N	I do not support the proposal for these reasons: these children can not adapt to change very easily and can be unsettled in new surroundings which will effect there learning especially after the battle and disruptions in mainstream school and thinking we have finally got him settled and happy but could find ourselves in another battle if this goes ahead cannot see any good reason why they would remove a specialised school prevision that has grown over the 2years it's been open and replace it with another specialised school
Parent of pupil at another school	Y	

N
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Parent of Linwood	N	Hi All
pupil		We have so far sent 2 emails which highlight a number of concerns that we have with the proposals that BCP council have put forward for the Woodford Campus, the process you have followed and the lack of communication from you to the parents of children that are currently attending the Woodford Campus. It is therefore incredibly disappointing that 2 weeks on the lack of communication seems to be continuing as we are yet to receive a response.
		Please could I request a full response to all of the points that we have raised in the 2 emails by the end of this week. If you do not see this to be achievable then please provide us with the contact information for the Ombudsman so I can make a formal complaint
		Regards
		[Name removed]
		NB, please note a response was sent to this respondent.
		Hi all
		I am forwarding the below mail that was sent earlier this week as I received a failed delivery notice in my spam folder.
		I look forward to hearing from you
		Thanks
		[Name removed]
		Forwarded message From: [Respondent's email address removed] Date: Mon, 19 Oct 2020, 13:44 Subject: Concerns for Proposals at Somerford School and the Impact to the Woodford Campus of Linwood
		Subject: Concerns for Proposals at Somerford School and the Impact to the Woodford Campus of Linwood

To: <conor.burns.mp@parliament.uk>, <chopec@parliament.uk>

Cc: <[nameremoved]@linwood.bournemouth.sch.uk>, <[nameremoved]@bcpcouncil.gov.uk>,

<[nameremoved]@linwood.bournemouth.sch.uk>, <[nameremoved]@bcpcouncil.gov.uk>,

<ppp.consultation@bcpcouncil.gov.uk>

Hi Conor & Sir Christopher

We received emails from both of your offices requesting additional information. Please see the below original content that was sent yesterday and additionally the information you requested. On a separate email thread the Local Authority has requested that we include ppp.consultation@bcpcouncil.gov.uk so w have added them to co so all parties have full visibility of the communications we have sent

[Respondent's address and phone number removed]

Conor - We have included you in the communication as your constituency covers both our home address and the Main Campus for Linwood School & Sir Christopher - We have included you as the current Woodford Campus resides within your constituency. The proposal document that has been published by the local authority paints a picture that makes it impossible for any local MP not to throw their full support behind the programme. Disappointingly this published proposal appears rather unbalanced as it fails to mention any of the events that have occurred over the last 10 months or the significant impacts that the suggested project will have on numerous vulnerable children, their families and Linwood School.

December 2019 - The local authority notified us that a new Linwood campus would be opening at Somerford Primary School and we were lucky enough to have secured a place for our son to start in January

January 2020 - The new Campus is opened with 1 class of 9 pupils

April 2020 - School closes due to Covid - In line with all Schools in England

September 2020 - Woodford Campus re-opens with the addition of a second class

October 2020 - Notification served that additional SEN places will be available at Somerford from September 2021. The Campus is to be operated by Winchelsea with the Woodford Campus their current Pupils & Linwood School being displaced with no confirmed alternative premises

What kind of a strategy is this from the Local Authority? How do you decide to open and then close a brand new school in the space of 10 months? How do you expand the school in September then create such uncertainty to a child's future before the first half term holidays have arrived. The role of the Local Authority should be to provide these vulnerable children with the facilities, resources and most importantly the stability and consistency that they so badly need. How can the same Local Authority pretend to understand the needs of SEN children when they are placing them in a new school only to displace them a few months and in some cases a few weeks later. What consideration has been taken to the long term impacts that these decisions will have on their health and education. It is simply unacceptable to treat any Child in this way let alone children with complex disabilities.

Furthermore, what due process are the Local Authority following? If you put together a proposal that dishonestly states that local schools will only see minimal impact and you silence the people most likely to object by not consulting them or making them aware of the impacts it is easy to see how this would get passed and implemented. The integrity of the Local Authority and the process they are following must be questioned.

We cannot see how a consultation period can even begin until the Local Authority can tell us where our Children will be attending school in September & an honest proposal disclosing all impacts and facts must be presented to interested parties before they are encouraged to complete consultation response forms.

For the record Linwood School have been superb in making the Woodford Site an amazing success. I have never seen my child with such a big smile on his face when we drop him off and pick him up from school and the progress that he has made despite the unavoidable closure due to Covid has been remarkable and you should be proud to have them operating within your constituencies. The Local Authority should be rewarding the school for their achievements and supporting an expansion of the Woodford campus in Somerford not throwing away all their effort and hardwork by making them start from scratch again

We have no objection to additional SEN places being made available at Somerford but feel that Linwood and their Woodford pupils should benefit from those places and an alternative site should be sought to expand Winchelsea school. We are hopeful that when presented with a more rounded version of the proposal that you

divert your full support to Linwood School and help us to ensure that their wonderful Woodford Campus stays where it belongs.

Many Thanks

[Names removed]

Original Email below - sent to [nameremoved]@bcpcouncil.gov.uk [nameremoved]@bcpcouncil.gov.uk, [nameremoved]@linwood.bournemouth.sch.uk, [nameremoved]@linwood.bournemouth.sch.uk, conor.burns.mp@parliament.uk, chopec@parliament.uk on 18 Oct at 23.09

Hi [Names of BCP officers removed]

We are the parents of a wonderful [child's age removed] year old little boy called [child's name removed] who has complex learning disabilities. Signs of the additional challenges he would face were apparent from an early age and with the support of his Nursery & the Early Years SEN Development Officer we were fortunate to secure an EHCP in time for him to start mainstream school. Whilst [child's name removed] settled really well, was extremely happy & made lots of friends, as the years passed the gap between his educational ability & that of his peers continued to increase. During this period it was also apparent that [child's name removed] required more assistance to support his developmental needs (specifically speech and language therapy) & we experienced first hand the funding challenges faced by the Local Authority to provide appropriate resources that would enable [child's name removed] to reach his full potential in later life. With the assistance of SENDIAS the Local Authority thankfully agreed to include provisions for a SALT programme & whilst [child's name removed] continued to make significant progress we couldn't ignore the fact that we were reaching the point where mainstream was becoming increasingly difficult for him and [child's name removed] would potentially benefit more from a tailored approach that a specialist school could provide.

We think only parents who have experienced a child transitioning from mainstream schooling to a Specialist school would understand the sleepless nights we went through constantly questioning if it was the right decision to move our child from a school that he was extremely happy attending to such an unfamiliar environment. Initial visits and interactions with other Special schools in the local area only led to more uncertainty that we were in fact making the right decision. When we went to visit Linwood we were taken back by the enthusiasm that [name removed] displayed for the school and specifically for the children and for the first time we saw an environment that we felt [child's name removed] would be able thrive in. Having notified the Local Authority of

our desire for [child's name removed] to attend Linwood we declined a place at Winchelsea as Linwood was the only school we felt comfortable sending [child's name removed] to. A couple of weeks before Christmas we were notified that the Woodford Campus would be opening after Christmas and that we were lucky enough to have secured a place for [child's name removed] to attend. This gave us the hardest decision we have ever had to make. On the one hand we were confident [name removed] and [name removed] would replicate the same environment we had witnessed and been so impressed with at their Almer Road Campus - we were concerned on 3 fronts. 1. With the school facilities not being open and not even finished there would not be the normal transition period available to slowly ease [child's name removed] into a change of school and get him used to his new environment, 2. The location of the school is nearly 9 miles from where we live which gives us the logistical challenge of covering approx 35 miles per day doing the school run & 3. We wanted [child's name removed] to have the consistency of the same school all the way through to senior school as we did not want the upheaval of him having to change school again. The local authority provided us with assurances that [child's name removed] would be guaranteed a place within the Linwood umbrella through senior school & [name removed] & [name removed] provided us with the reassurance that whilst the transition period would not be ideal they would have the relevant support in place to ensure a smooth transition. This gave us the confidence to accept the place as the benefits for [child's name removed] would outweigh the challenges we would undertake in getting him to and from a school in Somerford.

As a parent of a child with special educational needs it has been incredibly stressful having to continually fight the Local Authority for EHCP's to be written and updated, additional resources so desperately needed to be granted and places at your chosen specialist school to be made available and we had really hoped that we had turned a corner now we had secured a place at the Woodford Campus of Linwood. Since starting there in January we feel that [name removed], [name removed] and the rest of the staff at the Woodford campus have stuck to and exceeded in the promises that they made in providing a wonderful learning environment that would assist our son in reaching his full potential but having received an email from the school today I feel they as a school and us as a parent are being badly let down by a shambles of a local authority.

After less than 15 weeks of attendance at his new school we are now notified that from September [child's name removed] will no longer be attending Woodford at the Somerford campus. I'm sure you will agree that when a decision is being made that will have profound impacts for the children that attend the current Woodford campus it is fairly disgusting that the local authority have still not bothered to consult the parents of these children. If I could refer you to Appendix 1 of your Proposal - you state that Consultation Response Forms have been made widely available to families of pupils at Winchelsea & Somerford, The Governing Body of Winchelsea & Somerford, School staff at Winchelsea and Somerford, Head teachers across BCP council, Local Member of

Parliament, Trade Unions and Local Children Centres. I can't help thinking that your list may not be as complete as you may have hoped. You may disagree but I feel parents of children that now don't know where their children will be attending school in September should possibly be number 1 on your list of impacted people and should certainly be afforded the same opportunity as the Trade Unions to have a Consultation Response Form made widely available to us.

Can I also draw your attention to the paragraph Impact on other Educational Institutions within the area - In case you are unfamiliar with it please see the below

There is expected to be minimal impact on other schools in the area. There is opportunity for the mainstream schools where satellites are located to benefit from the mutual learning and interaction opportunities through their partnerships. Costs will be shared appropriately between the schools through a financial arrangement to be agreed.

Have you forgotten that the Woodford Campus exists or are we going to have to agree to disagree that a school losing their buildings might be considered more than a minimal impact. You will also have to excuse me but I am struggling to place confidence in the same people that decided to open the Woodford Campus and then close it a few months later to be capable of finding suitable replacement premises by September. 10 months to go so no pressure. If you had any understanding of the vulnerability of children with special educational needs and the difficulty they will experience in having to again transition to another new environment just a matter of months after you placed them you wouldn't be so insensitive to claim that you are only inflicting minimal impact on other schools in the area

This all seems so unnecessary as the Local Authority have already assured us that provisions would be in place for Linwood to provide senior schooling for [child's name removed] so having already opened a campus in Somerford is it not more logical for the expansion at the Somerford site to be for the Linwood Woodford Campus & for the Local Authority to find an alternative site for Winchelsea who by the way are based in Poole? It is 11.2 miles from Winchelsea main campus to the Woodford campus and only 6.2 miles between Linwood and the Woodford Campus.

We would really appreciate an urgent response to all of our concerns and really hope we have seriously misunderstood the proposals that have been brought to our attention (sadly not by the local authority as they should have been)

Regards

[Name removed]

Separate correspondence submitted by the same respondent:

Hi Sir Christopher

Thankyou for taking the time to speak to Helen Frampton with regards to our concerns on the future of the Woodford Campus. We are afraid the information provided that the Woodford Campus will be relocated provides little comfort as it fails to address the key concerns raised.

Children with learning disabilities are some of the most vulnerable members of our society, they often find significant changes to their surroundings or routines to be very unsettling and will struggle to adapt as easily as many other children of their age. I think you would struggle to find a health or education professional with experience of working with SEND children that would agree that the education of the current Woodford pupils won't be adversely affected by the proposed arrangements (which incidentally are still yet to be confirmed)

Can I also draw your attention to the below paragraphs on the Government website that list some intentions of the review into supporting children with special educational needs: https://www.gov.uk/government/news/major-review-into-support-for-children-with-special-educational-needs

"Our reforms in 2014 gave vital support to more children, but we know there have been problems in delivering the changes that we all want to see. So it's the right time to take stock of our system and make sure the excellence we want to see as a result of our changes is the norm for every child and their families.

Ensuring that public money is spent in an efficient, effective and sustainable manner, placing a premium

on securing high quality outcomes for those children and young people who need additional support the most."

If the government has serious intentions of providing high quality outcomes for children and young people who need additional support the most & ensuring public money is spent in an efficient, effective and sustainable manner then surely the Government have a responsibility to raise questions to the BCP Local Authority

When sitting down to plan the best possible outcome for 17 children with learning disabilities that require structure and consistency to their routines and surroundings it should never incorporate the idea of Opening a school in January 2020, expanding it in September 2020 and forcing a relocation in September 2021 thus enforcing the children to adapt to another unnecessary change.

COVID 19 has put the country into the most challenging financial predicament since the second World War so I welcome the Government's commitment to ensure the limited public money we have is spent in an efficient, effective and sustainable manner. When sitting down to allocate the limited funds available to providing Children with SEND the best possible opportunities I wouldn't regard a significant financial outlay to open a school campus in January 2020, expand it in September 2020 and then unnecessarily force a re-location in Sept 2021 to be an efficient, effective or sustainable way of spending public money.

The local authority proposals simply make no sense. They are proposing an increase at the Somerford site to 60 pupils and the proposals are being driven through the need to reduce pupil travel costs & the desire for children to be educated in their own communities. This could be achieved by expanding the Somerford Site for Linwood School. Two thirds of the children that currently attend the school live locally so if the campus is moved outside of walking distance it is likely to result in 100% of pupils requiring travel assistance instead of just a third of the children. The main Winchelsea campus is also twice the distance from Somerford as Linwood is so likely to incur many more costs in staff moving between the sites. The Local Authority has committed to provide the children of Woodford campus with a permanent place for secondary education through Linwood so there will need to be an expansion of the Woodford campus to accommodate this. One of the current pupils moves into secondary education this coming September and a number more the following September so there is limited time to implement the necessary expansion. With that in mind and the planned increase in SEND capacity for the Somerford Site it naturally seems sensible for the already established school to remain. We fully support the expansion needed for Winchelsea but they should occupy the alternative site instead of displacing the Woodford

campus. Every goal of the local authority can be achieved without the need to unsettle 17 existing pupils and throw away the resources already invested in the Woodford Campus.

We would also suggest that the government have an obligation to hold the local authority accountable for the process that they follow in implementing significant proposals. We would question (as should representatives of the government) the legality of a consultation process that failed to consult the people most affected by the proposal & inaccurately stated the impact to local schools. As mentioned in the original communication to you which the Local Authority were copied into and the email we sent directly to them they still have not communicated the proposals to any of the parents of pupils at Linwood / Woodford school & two weeks on they have failed to acknowledge or respond to the mails that I have sent.

We are adding [name removed] and [name removed] from Linwood School & the Local Authority back into the email thread as this mail provides further clarity to the concerns that we have previously raised and are still pending a Local Authority response

If there are other factors impacting the Local Authorities decision then they need to be transparent in this because I'm afraid at the moment from the information I have seen there is no justification for unsettling 17 vulnerable children with learning disabilities when no visible additional advantages are being gained.

We would really welcome your full support in ensuring the Local Authority follow the principles that your Government published & I have highlighted above

We look forward to hearing from you & the Local Authority

Kind Regards

[Name removed]

On Tue, 3 Nov 2020 at 13:00, CHOPE, Christopher < CHOPEC@parliament.uk > wrote:

Dear [Name removed]

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			Further to our correspondence, I have now heard from Helen Frampton that "the Woodford Campus is going to be relocated to a very close school although I do not know which. The Local Authority are making this proposal". It appears from this that your son's education will not be adversely affected by the new arrangements but please let me know if you hear otherwise. With best wishes, Chris Chope Sir Christopher Chope OBE MP House of Commons, London SW1A 0AA
)))	Parent of Linwood pupil	N	don't think it right to replace one special educational school for another one my son has just started this September at Woodford campus it has took him a little while to settle at his new setting it would be unfair to up and move him again to another setting my son has settle really well at Woodford campus if I know back in February about this I would of thought harder about my decision to accept this place if I know it was going to change settings again the year later I would of thought more about it I've would of waited until a place came available at Linwood school because 2022 [child's name removed] would be in year [year group removed] and would more likely being going to Linwood campus
-	Linwood staff	N	Dear all, Thank you all for your input at the meeting on Friday; I hope you would all agree that it was productive, solution focused and clearly prioritised securing future provision for Woodford pupils.

Please see attached. I made a decision to transcribe the conversation as opposed to condensing the content into concise minutes. My aim was to ensure content was accurate; this was an easier way to achieve this. I hope you agree that this accurately reflects our discussion.

We did all agree that the meeting was to prioritise key points which we quite rightly focused upon. However, there are still other outstanding areas that I wish to raise with BCP and seek to resolve.

Firstly, I would like BCP to consider whether the Winchelsea Somerford Statutory Proposal accurately and truthfully represents the facts. BCP are asking the public to comment on a proposal by 19th November where they have stated that there is **minimal impact upon other schools in the area.** If the public knew that, in fact, there will be a significant negative impact upon another school as BCP are closing or relocating one specialist provision already successfully established at Somerford which shares similar objectives stated on this consultation document, in order to replace it for another without consultation or agreement from Linwood or families, I think there is a possibility that they may respond differently. Surely it would be fair to openly share this key piece of information within the consultation in order that the public are able to make an informed response; they may wish to consider the impact upon these children and their families as a result, not to mention the significant unnecessary costs this proposal will have incurred as a result of either closing or relocating Woodford, particularly as Woodford was only established in January 2020. I am requesting that you consider this point as you explained to us on Friday that responses are taken into consideration by the Council when finalising their decision; I am questioning the validity of these responses as they will be made without full knowledge of facts.

Secondly, to clarify; from the start, Linwood explained that Woodford would be an extension of Linwood Campus to support with the high demand for places. At no point did we state that these pupils would likely move into mainstream at KS3 or back into Linwood Main Campus. Returning to mainstream would only ever happen if deemed appropriate through the Annual Review process and agreed by School and parents. Our experience is that pupils are rarely placed back in Mainstream Education at KS3. Lewis, I imagine, will have a more detailed understanding of this. We are always inundated with referrals to Year 7 and we have communicated this to yourselves for several years. Please can you explain, Jack/Rachel, from your perspective, how you have come to the decision that opening a KS2 satellite provision without subsequent KS3 satellite provision helps with this high demand of places? Surely, if you have children with Special Educational Needs at KS2 then the majority will still need provision at KS3.

I look forward to your responses.

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Kind regards

[name removed]

[name removed]

Assistant Headteacher / Learning Leader

Further submission from the same respondent:

To the School Organisational Team at BCP Council,

This email articulates my views on the significant changes proposed to Winchelsea School and the impact this will have on the education of pupils with SEND at Woodford Campus, currently situated at Somerford School.

I would like BCP to consider whether the Winchelsea Somerford Statutory Proposal accurately and truthfully represents the facts. BCP are asking the public to comment on a proposal where they have stated that there is **minimal impact upon other schools in the area.** If the public knew that, in fact, there will be a significant negative impact upon another school as BCP are closing or relocating one specialist provision already successfully established at Somerford which shares similar objectives stated on this consultation document, in order to replace it for another without consultation or agreement from Linwood or families, I think there is a possibility that they may respond differently. Surely it would be fair to openly share this key piece of information within the consultation in order that the public are able to make an informed response; they may wish to consider the impact upon these children and their families as a result, not to mention the significant unnecessary costs this proposal will have incurred as a result of either closing or relocating Woodford, particularly as Woodford was only established in January 2020. I am questioning the validity of these responses as they will be made without full knowledge of facts.

Disappointingly, BCP has prioritised the Somerford / Winchelsea significant change consultation ahead of ensuring security of placement for the 14 pupils currently at Woodford Campus. Had the future provision for these children been secured prior to the consultation for the Somerford / Winchelsea significant change, this would have provided ourselves and our families with the reassurance of stability of provision. These children

deserve their education to be prioritised and secured; they have had one significant recent change from mainstream, followed by, for some, the absence of in-school provision as a result of the pandemic; now you are prepared to let them face another enormous change. I question how this be in their best interests with **minimal impact** as you have put it.

From conversations between ourselves and BCP, it has transpired that BCP has assumed these pupils could be reintegrated back into Linwood Main Campus in September 2021. Had we been made aware of BCP plans to close Woodford and been consulted prior to BCP decision making, we would have been able to tell you that this was not viable; in September 2021, we have only 5 KS2 places currently available at Linwood Main Campus.

As you will be aware, since finding out about BCP plans in June, [name removed] and myself have endeavoured to encourage BCP to find a solution to this situation and to secure provision for these children before proceeding with the Winchelsea expansion in our current premises. It is now November and sadly, headway regarding the Winchelsea satellite has been progressed through the consultation yet suitable premises for Woodford has not, as yet, been secured. I wish to understand why you would not feel it necessary to hold the Woodford consultation in advance of the Somerford / Winchelsea consultation.

I understand that you are in the discussion stage with another host school who may be willing to allow Woodford to relocate there; I am concerned about your timeframe for council approval of the new Woodford site. If this is to be approved in February 2021, this gives ourselves or families no security at this point; this is very stressful for families as it does not provide them the assurance they need now as to the new site for their children. As you said yourselves, we cannot give reassurance as this still may not be suitable or agreed by the host school. I know from experience how long a provision takes to set up; this is an unrealistic timeframe. Myself and colleagues spent months establishing the Woodford provision; I'm assuming you expect us to repeat this. Had we had any idea that closing Woodford down after a matter of months was your intention, we would probably not have agreed to developing Woodford campus. BCP has caused myself and colleagues an enormous amount of wasted time when we could have been prioritising other aspects of our roles, not to mention a significant waste of public spending.

We were happy to fill additional spaces at Woodford but unfortunately your decision to date has meant we have not been able to offer these much-needed places as there is no security beyond this academic year. We have been unable to take any more pupils on roll as we may then be placed in a position where we need to secure alternative provision for them ready for September 21. Not being able to increase numbers at Woodford has impacted on our financial position at Woodford and Linwood.

I would like to reflect my frustration regarding your decision not to establish the KS3 Linwood satellite provision. From the start, we explained that Woodford would be an extension of Linwood Campus to support with the high demand for places. At no point did we state that these pupils would likely move into mainstream at KS3 or back into Linwood Main Campus. Our experience is that pupils are rarely placed back in Mainstream Education at KS3. We are always inundated with referrals to Year 7 and we have communicated this to yourselves for several years. I would like to know how BCP has come to the decision that opening a KS2 satellite provision without subsequent KS3 satellite provision helps with this high demand of places. Surely, if you have children with Special Educational Needs at KS2 then the majority will still need provision at KS3.

Without consultation with ourselves, BCP made the decision that Woodford pupils will be integrated back into Linwood Campus at KS3 if specialist provision is still deemed necessary; it was also suggested that, if this is not possible, they could potentially into the KS3 Winchelsea satellite. This is not what ourselves at Linwood were advised and not what you asked us to communicate with parents at the time when placement was offered. We were assured us that a KS3 provision through a Linwood satellite would be provided and were told that "BCP is committed to this provision." A few parents were reluctant to accept the Woodford place as they were anxious about KS3; BCP gave reassurance on several occasions as to the securing of KS3 provision which enabled parents to feel confident to accept the place for their child at KS2. You must appreciate that parents and ourselves have been misinformed by yourselves.

We did request some time ago that BCP would make parents aware of the consultation and the potential impact on Woodford and not Linwood as these decisions are yours and not ours. We were assured that this would be the case. Disappointingly, to date, this still not been done; we have been informed that the intention was to make parents of pupils at Woodford aware prior to the Woodford consultation which is scheduled for a later date. How BCP cannot not see these two consultations as linked and share the same information with Somerford, Winchelsea and Woodford is something we have not been able to understand. At the moment parents are, quite rightly, seeking some kind of communication and response from yourselves and, to date, have received absolutely none. The only communication has been from myself or [name removed] at Linwood; I have spent an enormous amount of time supporting very anxious families as a result of a decision I was not party to making and was not made aware of apart of through the Somerford parent grapevine.

I would like BCP to be aware of the considerable stress which has been placed upon the new staff team at Woodford who are extremely anxious about the future of their jobs. We are hopeful you will secure provision for us to move to however, as you have already informed us, there is no guarantee. What a pity we weren't made aware of your plans prior to recruiting for a second class team for September 2020. Staff all live locally to Somerford and all gave up permanent teaching or teaching assistant roles to join Linwood.

I appreciate the strategic decision made by BCP and overall am hugely supportive of increasing SEND provision across BCP, however I hope you will prioritise continuity of provision for Woodford pupils. If you decide to proceed with the Winchelsea expansion, I am hopeful that this will only progress once provision is secured either in alternative premises or by continuing in our current location at Somerford until suitable premises is found.

I would like to close by saying I have been extremely disappointed with the communication from BCP and the inability to consider and talk to the people who this decision will impact most. I am certain you would have had more support and built our confidence in yourselves if you could have communicated with us and our Woodford families when making decisions. It would also have been helpful if you could have ensured stability of provision for these wonderful children ahead of progressing the Winchelsea consultation. More recently we have been involved with more helpful conversations with yourselves and I can see that Jack and Rachel are furthering communications with a new host school.

Linwood are committed to securing outstanding education for pupils with SEND; we care deeply about these children and their families. My email and embedded views stem from a passion to see the placement for these children secured so that they can continue to thrive without unnecessary disruption.

I look forward to your response to my views and concerns.

Kind regards

[name removed]

[name removed]

Assistant Headteacher / Learning Leader

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Linwood staff	N	Comment on the proposed Winchelsea Special School satellite provision at the Somerford Primary School site.
		As a teaching assistant at Linwood School, I have decided to make my thoughts and views known on this subject, as I feel the whole affair has been terribly mismanaged and that the level of communication has been appalling.
		My sentiments lie whole heartily with the Woodford Campus children, parents and carers which this proposal directly affects.
		It is important that children and young people have a say in their education; that their opinions, thoughts and ideas are valued; they are essential contributors to every aspect of decisions that affect them. But this contribution seems to have been deemed insignificant by BCP, with little or no communication with pupils or their families.
		Woodford Campus has worked hard to establish effective relationships with pupils, parents and carers to create a happy healthy environment where everyone has the opportunity to reach their full potential not only academically, but also emotionally.
		BCP needs to focus on these Woodford children, their education, their future, their well-being and their emotional health. Communication must be open and effective; a provision needs to be made, not just for the short term but for the long term.
		The Woodford Campus must be valued, protected and developed as an important contributor to the local SEN provision, to be able to continue to provide opportunities for children to be safe, healthy, contribute and achieve the very best outcomes.
		These children matter Every Child Matters, DfES, 2003
		[Name removed]

		Linwood Tooching Assistant
		Linwood Teaching Assistant
Linwood staff	N	Please see the attached word document outlining my concerns. Which are as follows:
		I would like to strongly express my great sadness and disappointment over the suggested plans to create a Winchelsea School satellite at Somerford Primary School. I am a class teacher at [Location redacted] Linwood School at the [Location redacted] and I fear for the education of the children I teach.
		I have several points I would like to be made known in my objection to the proposal:
		Where are the current 14 children at Woodford School going to be taught in September? These children have all come from mainstream settings. They have had to deal with the stress and significant disruption of moving from mainstream to a specialist setting and now are being asked to move location again. This will be detrimental to their education and to their mental wellbeing. Covid has acted upon these children significantly and now they are being asked to move sites, but to where? This threat is causing significant upset to parents and will in turn cause anxiety to the children, no matter how hard we work to limit this. For the education and emotional wellbeing of the children currently at Woodford, I strongly urge you to keep these children at the current Woodford site. Many children at Woodford live in the locality of Somerford or on the Somerford estate. They would find it very difficult to get to another location. Again, where will this location be and will transport be provided? These children should not be told to move sites or schools unless a suitable alternative provision has been offered. They have not been offered any alternative provision. This is disgraceful.
		Where will the current children at Woodford school transition to at age 11? What will happen to children who need to move onto a secondary school aged provision in September 2021 It would be of enormous benefit to the Woodford children and to many, many children in the Christchurch area if Linwood School could provide additional classes at the Somerford base for older children. Christchurch is in desperate need for more SEN provision but not just for primary aged children but also secondary aged children. Linwood School currently provides excellent primary provision in the form of Woodford School and with their expertise they would be the perfect solution to extend this provision and provide key stage 3 classes at the Somerford base. I would strongly propose the best solution for the children of Woodford, the children of the Christchurch area and the staff and parents of Woodford school, would be for Linwood school to extend their provision to provide secondary school placements at the Somerford School site rather than Winchelsea. Linwood are currently at this base and it makes all logical sense to extend the current 2 classes at this base. If not, I reiterate my initial point, where are

		the Woodford children and children in the local area approaching secondary school age going to be taught? There is not enough specialist provision for children in Christchurch for older pupils. Finally, myself and the staff who work at Woodford School are dedicated to their roles as class teachers and teaching assistants. I chose this position partly on the basis of location. For many of us with family commitments or travel limitations, it would not be possible for us to teach and work in a site that is not in the local Christchurch area. I feel that the way in which BCP council has handled this consultation, their treatment of Woodford parents and the proposed closing of the Woodford site, has been despicable and totally unprofessional. To create a Woodford base for just over a year and then abandon it in favour of another school when Linwood is fully equipped and ready to extend its existing provision is not only a disgusting waste of public funds but morally wrong. [Name removed], Class teacher, Linwood School.
Parent of Linwood pupil	N	Thank you for taking time to read my email. I just wanted to outline some of my feelings in regards to the proposal we have been informed about. As a parent of a child with significant additional needs that attends Woodford Campus, I was both shocked and surprised to see the email regarding the changes at Somerford School. My son is has been at Woodford since it's opening in January 2020. In that time he has undergone approximately 4.5 months of schooling due to the COVID 19 outbreak and national lockdowns. Prior to this, he had a very difficult time in mainstream education, which I'm very aware is the case for a lot of the Woodford children. Woodford came along and offered 16 children a safe, secure setting so they could start learning those basic skills they had missed out on for so long in failing mainstream placements. Our children need routine, structure, continuity and they need Woodford. The proposals to bring another special needs unit into the space that has already been established for our children is quite frankly ludicrous. How can this possibly be beneficial to our children? What makes the children you are proposing to put into this already established setting any different to ours? I need the people who are proposing this move to really think very long and hard about the implications this is going to have on the children that need this campus so very much. The absolute upheaval and massive effect

safe in their new setting after so long of not having that. How can moving them now possibly be of any benefit to them?
This decision has to be addressed urgently. I ask you from the bottom of my heart not to do this to our children. They need Woodford. They need the security and the thought of another move, quite frankly is just utterly unfair and unnecessary.
Thank you
[Name removed]

CABINET



Report subject	Housing Revenue Account (HRA) Budget Setting 2021 to 2022
Meeting date	10 February 2021
Status	Public Report
Executive summary	The Housing Revenue Account (HRA) is a separate account within the Council that ring-fences the income and expenditure associated with BCP Council's housing stock, including housing in both the Bournemouth and Poole neighbourhoods.
	This report seeks approval for the proposed budget for the HRA for 2021/22 and the key principles on which it is based.
	It sets out the proposals regarding the rents, service charges and other charges to tenants as well as the expenditure plans for the 2021/22 rent year. These proposals and the actions within the attached delivery plans for each neighbourhood all support the priorities set out in the Council's Corporate Strategy.
Recommendations	It is RECOMMENDED that:
	(a) That revenue budgets for 2021/22 and provisionally for 2022/23 and 2023/24 are set using the following principles:
	(i) That dwelling rents are increased by 1.5% (CPI for September 2020 + 1%) from 5 April 2021 in line with the Ministry of Housing, Communities and Local Government (MHCLG) Policy statement on rents for social housing published in February 2019.
	(ii) That dwelling rents are moved to formula rent when a property is re-let following a vacancy.
	(iii) That garage rental charges are increased by 2% from the 5 April 2021 across both neighbourhoods. That rental charges for garage bases and parking plots in the Bournemouth neighbourhood also increase by 2% from 5 April 2021.
	(iv) That the garages owned by the HRA at Anchor Close, Bearwood are transferred to the General Fund.
	(v) That leasehold services are charged to leaseholders in line with actual costs incurred.
	(vi) That the changes to service charges are agreed as set out in appendix 2.
	(vii)That the budgeted bad debt charge is maintained at £188,000 in the Bournemouth neighbourhood and

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	£197,000 in the Poole neighbourhood.
	(viii) That the depreciation budget is set at £6.878m for the Bournemouth neighbourhood and £4.665m for the Poole neighbourhood.
	(ix) That HRA reserves should be maintained at a minimum level of 5% of total expenditure in line with good practice. This equates to £976,250 for the Bournemouth neighbourhood and £769,900 for the Poole neighbourhood for 2021/22, totalling £1.746m
	(b) That capital budgets for 2021/22 and provisionally for 2022/23 and 2023/24 are set using the following principles:
	(i) That the planned maintenance programme as set out in Appendix 5 is agreed.
	(ii) That the major project capital programme as set out in Appendix 6 is agreed.
	(iii) That funding totalling £6.824 million is carried forward from the 2020/21 Bournemouth neighbourhood capital programme and that funding totalling £4.955 million is carried forward from the 2020/21 Poole neighbourhood capital programme to reflect where expenditure on major projects has commenced but these projects have not yet been completed.
	(c) That the Delivery Plans for each neighbourhood to support the key principles for the HRA and the Council's Corporate Strategy are agreed as set out in appendices 7 and 8.
Reason for recommendations	HRA rents and other changes along with the HRA Capital Programme are subject to review and require Cabinet and Council approval in order for rents and charges to be levied.
Portfolio Holder(s):	Councillor Robert Lawton - Homes
Corporate Director	Kate Ryan – Corporate Director for Environment and Community
Report Authors	Seamus Doran – Head of Neighbourhood Management, BCP Council
	Su Spence – Chief Executive, Poole Housing Partnership (PHP)
	Richard Sumner – Accountant, PHP
	Tina Worthing – Finance Manager, BCP Council
Wards	Council-wide
Classification	For Recommendation

Background

- Each year social landlords must set rent levels and budgets for the forthcoming financial year and provide each individual tenant with statutory notice of any proposed rent change. This report sets out the proposals regarding the rents, service charges and other charges to tenants as well as the expenditure plans for the 2021/22 rent year.
- 2. The Council housing stock is situated within the Bournemouth and Poole neighbourhoods and comprises 9,616 rented properties (5,071 in Bournemouth and 4,545 in Poole), 1,137 leasehold properties and 35 low cost home ownership properties (as at 1 April 2020) with a rent roll of £43.236 million in 2021/22. There is no Council owned housing stock in the Christchurch neighbourhood as the stock was transferred to a housing association several years ago.
- 3. The HRA is a ring-fenced account within the Council and records the income and expenditure associated with the landlord function in respect of the Council's housing stock. The account is separate from the wider General Fund budget, which is funded by a variety of income flows, including council tax.
- 4. The Council's HRA was formed on 1 April 2019 when BCP Council was created and combined the former HRA's of Bournemouth and Poole Councils. BCP Council can only operate one HRA legally but continues to maintain two separate neighbourhood accounts within it, one for Bournemouth and one for Poole. This approach was agreed with the Ministry of Housing, Communities and Local Government (MHCLG).
- 5. PHP operates as an Arm's Length Management Organisation (ALMO). It manages the homes in the Poole Neighbourhood in line with a management agreement with the Council. Compliance with this agreement is formally managed by the Council through a Commissioning and Performance Management Framework.
- 6. It has not yet been feasible to merge the two neighbourhood accounts into one. While the differences will continue for the foreseeable future an independent review to consider the future housing management model for BCP Council has been completed. The recommendations of this review will be considered by the Council through a councillor working group which will advise the Portfolio Holder for Homes for further consideration and inform future direction measured against the Council's strategic priorities.
- 7. The current approach allows the two neighbourhoods to manage the different services that currently exist. The financial management of the accounts is overseen by the BCP Director of Finance with input from the Director of Housing and includes regular meetings with the PHP finance team through the Performance Management Framework and meetings with the BCP Council Finance team. Some policies and practices have already been aligned, such as the level of balances, rent void calculations, bad debt charge calculations and allocations of costs to supervision and management and repairs and maintenance. Where possible service charges can also be aligned. Other practices are in the process of being harmonised, for example depreciation calculations. Although operating as two neighbourhoods, any borrowing decisions are taken based on the financial requirements of the HRA as a whole.
- 8. The Council is required by law (Local Government & Housing Act 1989, section 76) to avoid budgeting for a deficit on the HRA. This means the budget must not be based on total HRA revenue reserves falling below zero. In practice the Council is expected to maintain a reasonable balance of HRA reserves to cover contingencies. The HRA will maintain reserves above a minimum level of 5% of expenditure. In 2021/22 this gives a minimum level of reserve for the Bournemouth and Poole neighbourhoods of £976,250 and £769,900 respectively.

- 9. On 29 October 2018 the Government revoked the indebtedness limits that were introduced for HRA's in December 2010 by the Localism Bill under self-financing determinations, by lifting the HRA borrowing cap. This means the BCP HRA will not be subject to a limit on borrowing. However, borrowing must conform to the Prudential Code which requires that borrowing be affordable and prudent. Total borrowing within the BCP HRA is forecast to be £16.5 million in 2021/22, £23.1 million in 2022/23 and £23.8 million in 2023/24.
- 10. Business cases for any new housing development or other major work that have not been approved as part of the anticipated programmes set out in appendices 5 and 6 will be submitted for approval separately to Cabinet if over the £500,000 threshold. These will set out how and when the HRA will borrow.
- 11. The delivery of new affordable homes and ensuring existing homes meet local requirements is a key priority for councils. Within both neighbourhoods' we will continue to look at how we can make best use of our homes to meet the needs of those on the housing register. Previously, this has included the re-designation and redevelopment of sheltered stock with some changing to general needs.

National Policy Context

- 12. In November 2020 the Housing White Paper was released by government. This set out the direction of travel for social housing providers and the introduction of a changed and enhanced regulatory approach across the consumer standards inherent for all providers to deliver. The White Paper draws on work around building safety that has been developed since the Grenfell tragedy as well as requirements to demonstrate resident engagement in service delivery and development. This will be overseen by a programme of oversight by the Regulator of Social Housing (the Regulator) which will assess each local authority every 4 years to test delivery against the required standards.
- 13. Within the consumer standards there are requirements for the delivery of safe and effective homes, and these can best be described as the health and safety compliance standards covering fire safety, gas safety, water hygiene, lift safety and asbestos safety. An annual report has already been presented to Cabinet setting out the Council's legal obligations as a landlord to ensure the health, safety and welfare of its tenants and details of performance against these. These are high risk areas and are given a high priority to ensure compliance, with a requirement in the white paper to identify a named individual over seeing health and safety across service areas.
- 14. Separate to the consumer standards are expectations around demonstrating how residents are involved in governance and supporting service delivery and change. Both neighbourhoods will need to review the processes in place to ensure that this is happening and also to be able to demonstrate this. Key to this will be the collection of satisfaction measures of residents in the services provided by their landlord, which will be subject to a consultation in 2021.
- 15. The White Paper reinforces the development of the role of the Housing Ombudsman (Ombudsman) that has been happening over the past 2 to 3 years and ensures that there is no duplication of roles between the Regulator and the Ombudsman. This allows residents to access the Ombudsman if local services are not delivering as expected and reinforces the requirement to deliver a complaints service in line with the Ombudsman standards.
- 16. The White Paper builds on the independent review of building regulations and fire safety commissioned following the Grenfell fire in 2017. A draft Building Safety Bill was published by the government in July 2020 and is awaiting further comments before being introduced to Parliament although as yet there are no timescales

- regarding implementation. The draft Bill reinforced more stringent requirements in relation to the management of higher risk buildings such as tower blocks and will seek to increase landlord powers and responsibilities in relation to safety.
- 17. These changes were set out in the annual Housing and Property Compliance Update to Cabinet last year. They will have an impact on the HRA as there will be a requirement to have additional roles in place to manage buildings safely. There will be added complexity in ensuring that we have systems in place to manage the additional requirements and that resources are in place to deliver actions required.
- 18. The Home Standard forms part of the Regulator's consumer standards that apply to the Council as a stock owning authority even if part of the stock is managed by someone else. The Regulator's role is to set these standards and to intervene where failure to meet the standards has caused or could have caused serious harm to its tenants. Where a local authority feels that it has systematic failings in meeting the standards then they are expected to self-refer to the Regulator.
- 19. The changes required to deliver the White Paper and the new building safety legislation will take place against the backdrop of the pandemic throughout 2020. Housing services across both neighbourhoods were revised throughout the year to deliver Covid-19 safe services and ensuring that residents were supported in many various ways. While some services were scaled back as they required long and sustained access to homes, others were increased such as more regular contact with residents and measures taken to manage fly tipping, Covid-19 related ASB and loneliness.
- 20. The impact of Covid-19 on income to the HRA has not been as significant as in other areas of the Council. Both neighbourhoods are within target on rent collected and the level of allowance for voids and bad debts remains the same as in recent years. The wider impact on the economy and job losses may yet have an effect in the future as furlough and other support schemes come to an end. This may have a particular impact on rental income but both neighbourhoods have been focusing on offering advice and support during the pandemic and this will continue. The importance of continued ongoing and proactive engagement with tenants to ensure they pay their rent remains a priority.

Longer term financial planning

21. The longer-term impact of income collection will be reflected in the 30-year financial business plan that underpins the 3-year plan that is presented in this report. The work on the 30-year plan seeks to provide assurance that the plans set out to Council are affordable in the longer term. While this is the case, requirements over 30 years with regards delivery of new affordable housing and achieving the government's requirement to deliver carbon reductions across the current stock will be challenging. The 30-year plan is being progressed and will evolve over time as policy options for longer term spend are tested through the plan's model and will help inform our future spending decisions.

BCP Council's Corporate Strategy

- 22. The Council's Corporate Strategy sets out its priorities, the objectives to achieve these, key actions and measures of success. The services delivered within the HRA support the strategy and the key priorities that make up the Corporate Strategy in many different ways as set out below.
- 23. **Sustainable Environment** Energy efficiency and sustainability will continue to be considered when building new homes and carrying out capital improvement works to existing properties. This could include:

- Measures such as heat pumps, use of renewable energy sources and high levels of insulation.
- LED replacement lighting will be used in communal areas and homes
- · Replacement double glazing for existing homes and
- non-combustible cladding to improve insultation and comfort levels on tower blocks
 Each project will be considered individually with consideration of the overall carbon savings which can be secured.
- 24. PV panels fitted to the council housing stock remain in place. These panels generate electricity for residents to use and to feedback into the national grid creating an additional income for the Council, therefore reducing overall usage of fossil fuels as well as being of economic benefit to the Council and residents.
- 25. These measures will help lead towards a sustainable environment and tackle the climate and ecological emergency. There will be challenges regarding costs and the feasibility of undertaking further work particularly to existing properties but there will be very clear benefits for tenants through lower energy bills and clear benefits for the wider environment. This area of work will also be influenced by developments in national policy and planning for the retrofit of existing homes will form an important part of the 30-year HRA Business Plan.
- 26. **Dynamic Places –** One key priority within the HRA is to develop new homes for those in housing need. Well established development expertise is in place in-house to bring forward new homes on numerous surplus Council owned sites. These additional homes will add to the overall homes that the BCP Council area needs. There is a healthy development programme over coming years and over the last year the following new homes have been completed:
- Townsend 3 new general needs homes
- Canford Heath Road 56 new general needs homes and 6 specialist flats for residents with complex needs.
- 27. Connected Communities Both neighbourhoods support activities to build communities in which people feel safe and where their views are considered. There is formal engagement through residents' groups to scrutinise the services that are provided and ongoing work with residents to develop these services and polices. These service areas will be critical in the delivery of the white paper requirements and being able to demonstrate to the Regulator how residents influence and shape service delivery.
- 28. The Poole neighbourhood works with a number of local charities and resident groups to deliver services across the estates that tackle loneliness and poverty. These can range from befriending services to supporting wider community engagement to support for lone parents or food delivery services. Within Bournemouth this is delivered from within the community development team and forms part of the wider service offer to all residents.
- 29. Enforcement and preventative measures are undertaken to reduce anti-social behaviour and there is close partnership working with the Police and other agencies to deal with this and to reduce the fear of crime. A large proportion of sheltered properties within the housing stock provides support to older tenants to help them live independently and reduce social isolation. During the Covid-19 pandemic thousands of additional welfare calls have been made to vulnerable residents and staff have continued to offer support by responding to emergency alarms calls, welfare and safeguarding issues.

- 30. **Brighter Futures** Housing can play an important part in the care of children and young people. The provision of the right accommodation can have a significant impact and staff are trained to recognise support needs as well as safeguarding issues. There is close partnership working to help provide suitable accommodation for young care leavers through the housing register as well as providing temporary accommodation to help facilitate move on into more permanent homes.
- 31. Fulfilled Lives The provision of support within sheltered housing enables people to lead healthy and independent lives. Partnership work is undertaken with other services within the Council and other agencies to provide accommodation where high levels of support can be provided, for example adults with a learning disability. Both neighbourhoods make a good contribution to the Housing First programme which supports rough sleepers into permanent accommodation. Both will also be involved in helping to ensure that those rehoused in temporary accommodation as part of the response to Covid-19 do not return to street homelessness. Minimising evictions of existing tenants is also a priority with ongoing work to look at how support can be provided to help tenants sustain their tenancies and prevent homelessness.
- 32. **Modern, Accessible, Accountable Council –** Both neighbourhoods are committed to working with residents to scrutinise services and seek feedback through formal resident engagement, satisfaction surveys and learning from complaints. The social housing white paper has set out the steps that the government will take to ensure that residents are listened to, are safe in their homes and have access to redress when things go wrong. This report and delivery plans also set out how we will provide an improved, modern and efficient service as well as meeting our obligations to ensure the health and safety of residents.

Strategic Objectives

- 33. The strategic objectives previously agreed for the BCP HRA remain as they were previously and are as follows:
 - a) Deliver strong financial management of the HRA which maximises the ability to collect income, gain efficiencies and service outstanding debt
 - b) Ensure HRA stock is adequately and efficiently maintained particularly in relation to the Council's legal obligation to ensure the health, safety and welfare of its tenants
 - c) Focus on the delivery of effective housing management services to support successful tenancies and strong and sustainable communities
 - d) Continue to secure funding opportunities to deliver additional social rented and affordable housing through new build and acquisitions
- 34. These objectives apply equally to both the Bournemouth and Poole Neighbourhoods and are broadly stated in order of priority. As a landlord, it is important that debt is serviced in the first instance, followed by ensuring the effective maintenance and management of the properties and support for tenants. Surpluses and borrowing will then be maximised to bring forward additional affordable housing.
- 35. The approach to HRA budget setting has focused on three key areas for 2021/22 and the following sections of the report take each of these areas in turn;
 - a) Revenue income expected to be achieved and proposals around rent and service charge levels for tenants and leaseholders

- b) Revenue expenditure plans that reflect local priorities and service delivery patterns, including revenue contributions to capital
- c) <u>Capital expenditure</u> plans that will deliver essential maintenance to the stock as well as ensuring the Decent Homes Standard is maintained and which support the affordable homes new build programme
- 36. Financial summaries for the BCP HRA are provided in Appendix 1 -6.
- 37. The delivery plans are provided in Appendices 7 and 8.

Revenue Income

- 38. Tenant dwelling rents
- 39. The rent to be charged to tenants is governed by the national rent policy and must be followed by all social landlords in order to be free from challenge from residents. This national policy sets the level by which tenant rents should be uplifted each year and in 2014/15 a national consultation set the following formula; an increase by the Consumer Price Index (CPI) as at September plus 1%.
- 40. The rent formula was superseded by an announcement in the July 2015 budget statement that all social rents would decrease by 1% each year from 2016/17 to 2019/20. Rent increases from April 2020 of CPI + 1% have resumed for a period of five years as set out in the MHCLG policy statement on rents published in February 2019.
- 41. Although the return to the policy is welcomed and will help the Council meet its responsibilities, the four years of rent reduction have reduced rental income by £3.2 million for the Bournemouth neighbourhood and £2.9 million for the Poole neighbourhood a total of over £6 million and will continue to have a significant cumulative impact on the level of income that will be available to the HRA over the course of the 30-year business plan.
- 42. Any income that is available after the cost of servicing debt and managing and maintaining the stock is made available to the capital programme and supports the delivery of new homes.
- 43. Other adjustments that will impact on the level of achievable dwelling rent income relate to the number of Right to Buy (RTB) sales expected to occur and the number of days properties are empty during a change of tenancy. With regards to the RTB, it is assumed there will be 20 sales during the year in both neighbourhoods.
- 44. Both neighbourhoods manage a small number of shared ownership properties. Shared owners can purchase part of the property and pay a monthly rent on the share that remains in the ownership of the Council. Owners can normally purchase the remaining share of the property in a process known as "staircasing". Rent increases are based on the terms of the lease provided to residents. The lease used is based on the model form of lease provided by the Government which is widely recognised by lenders and solicitors.
- 45. For 2021/22 it is assumed that 1% of the Bournemouth and Poole neighbourhood housing stock will be void at any one time and therefore rent cannot be charged. This reduces the total income expected to be achieved by £230,000 for the Bournemouth neighbourhood and £206,000 for the Poole Neighbourhood.
- 46. Acquisition and new build programmes increase the stock of affordable housing for the HRA. The Bournemouth neighbourhood account will reflect the additional income from the delivery of 39 homes across several sites including some acquisitions. The

Poole neighbourhood account will reflect the additional income expected from the delivery of 62 new homes from 2020/21. However, there are inherent uncertainties around timescales for new build schemes, but an estimate has been accounted for.

Recommendation a(i) -

That dwelling rents are increased by 1.5% (CPI for September 2020 + 1%) from 5 April 2021 in line with the Ministry of Housing, Communities and Local Government (MHCLG) Policy statement on rents for social housing published in February 2019.

- 47. Since 2001, rents for properties let at 'social rent' (which constitute a majority of rented social housing properties) have been based on a formula set by government. This creates a 'formula rent' for each property, which is calculated based on the relative value of the property, relative local income levels, and the size of the property. One aim of this formula-based approach was to ensure that similar rents were charged for similar social rent properties in geographical areas across both councils and housing associations.
- 48. The national policy on rent setting is set out in the Ministry of Housing, Communities and Local Government (MHCLG) Policy statement on rents for social housing. This statement is included in the background papers to this report. A summary of the national rent setting policy is also included as appendix 9 to this report.
- 49. The average weekly rent charged by the Council in general needs housing is £84.85 which is below the average formula rent of £87.65 for these properties. Both can only be increased by CPI+1% each year which means that some existing tenants will not see their rent reach the formula rent level. However, where a property becomes vacant it can be re-let at the formula rent.
- 50. Rents for sheltered housing properties are slightly above the formula rent and will be moved down to formula rent when re-let after a vacancy.
- 51. Moving to a formula rent when properties are re-let will ensure that rents are charged in accordance with the national rent setting policy sooner and bring consistency with the national policy position.

Recommendation a(ii) -

That dwelling rents are moved to formula rent when a property is re-let following a vacancy

- 52. Garage Rents and Service Charges
- 53. The Council can set its own charges for items that attract service charges but must review annually the costs that drive these charges as well as how that money can be utilised.
- 54. Garage rents cover income received from garages in Bournemouth and Poole. The majority of garages in both Bournemouth and Poole were transferred from the HRA to the General Fund in 2018/19 and those that remained were located on sites identified as potential for re-development. Several sites have been or are being developed on. In Bournemouth, 26 garages with potential redevelopment will remain in the HRA alongside a further 211 garage plots and bases. In Poole, 43 garages remain within the HRA but no plots or bases.
- 55. There will need to be further consideration given to garage charges that reflect the level of demand in different areas. This may mean that charges for garages in more popular areas where demand is higher may be set at a higher level than in less popular areas. However, how this might affect any alignment of charges would also need to be considered.

56. The current level of garage charges has been benchmarked against those charged by other landlords locally and these have been confirmed as less than these. It is therefore proposed to increase charges by 2% across Bournemouth and Poole neighbourhoods to reflect the ongoing rise in cost of managing the garages whilst being mindful of ensuring they remain affordable and lettable. This increase seems reasonable in terms of maintenance costs and demand. Benchmarking has also been carried out against charges in the private sector.

Recommendation a(iii) -

That garage rental charges are increased by 2% from 5 April 2021 across both neighbourhoods. That rental charges for garage bases and parking plots in the Bournemouth neighbourhood also increase by 2% from 5 April 2021.

57. In April 2018, most garages were transferred from the HRA to the General Fund. Those sites that were considered potential redevelopment sites were not transferred. A further site of 21 garages at Anchor Close have been deemed unsuitable for redevelopment and therefore will now also be transferred to the General Fund. The transfer will be funded by a switch in the Capital Financing Reserve of £0.02m. This transfer will marginally reduce the HRA's current borrowing requirement, the increased borrowing requirement within the General Fund will be covered by the rental income from the transferred assets.

Recommendation a(iv) -

That the garages owned by the HRA at Anchor Close, Bearwood are transferred to the General Fund.

- 58. Other rents, within the Poole neighbourhood, reflect those charged to tenants occupying commercial space at Trinidad Village. These have been budgeted in line with the lease agreements in place and will increase by RPI on their agreed rent review dates. The Bournemouth neighbourhood does not receive any commercial rental income.
- 59. Leasehold service charges cover costs that are recharged to leaseholders in year to reflect either the cost of maintaining the fabric of the building or the cost of maintaining the communal areas. These charges must reflect the full cost that is incurred by the HRA, but no profit must be achieved through the levelling of these charges. Given this, the income budgets proposed reflect only an indicative level and actual charges will be adjusted to actual costs incurred once these are known.

Recommendation a(v) -

That leasehold services are charged to leaseholders in line with actual costs incurred.

- 60. Tenant service charges must mirror the charges incurred by the HRA in the same way as leasehold charges. Both neighbourhoods are expected to set reasonable and transparent service charges which reflect the service being provided to tenants. Tenants should be supplied with clear information on how service charges are set. In the case of social rent properties, providers are expected to identify service charges separately from the rent charge. Most service charges are expected to be included in affordable rents.
- 61. Service charges are not governed by the same factors as rent. However, registered providers should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable. This is difficult to do for some charges such as electricity where costs are set by utility companies and are determined based on actual usage.

- 62. Tenants should be consulted where new or extended services are introduced where this will result in additional charges to tenants.
- 63. Service charges are in place for the provision of a sheltered housing extra care service and associated support in the Poole neighbourhood. The charges relate to the additional work to manage these schemes for example, looking after communal areas and health and safety inspections, as well as support for tenants to help them manage their tenancies. These will increase by 2%. The charges are not applicable in the Bournemouth neighbourhood and will be considered during the review of sheltered housing that will include both neighbourhoods.
- 64. Charges for guest rooms on sheltered schemes have been increased by 1.1% with an adjustment to round the new amounts in the Poole neighbourhood. Charges for the Bournemouth neighbourhood have been aligned to those in Poole.
- 65. The HRA incurs electricity and gas utility costs and recovers these from tenants in relation to:
 - The heating of individual tenant's homes that are served by a communal heating system the costs of which are recovered through the heating charge.
 - The lighting and heating of communal areas, the costs of which are recovered through the communal supply charge.
- 66. Expenditure on utility costs for the Poole neighbourhood covering gas and electricity were subject to a 4-year fixed price agreement which ended on 30 September 2020. For the Bournemouth neighbourhood a new utility contract commenced in October 2018. Both neighbourhoods have experienced significant increases in utility costs that reflect the price of supplies. These will need to be recovered through increased service charges incurred by tenants as these underlying price increases work through into usage charges.
- 67. Heating charges in the Poole neighbourhood are set at a standard charge for each property type and based on usage. For most homes that are served by a communal heating system the heating charge will need to increase by 10% in order to recover the increased utility costs. Last year residents in Poole benefitted from a 3% reduction in heating charges as a result of falling usage.
- 68. Heating charges in the Bournemouth neighbourhood are set according to the usage on each scheme. There has been an increase in costs from suppliers but also an under-recovery of costs on some schemes. The increase for 2021/22 reflects both, but any increase, primarily due to the under recovery, has been capped at £1.00 per week.
- 69. Charges for communal power are set according to the energy used in both neighbourhoods and are increased according to usage. Within Poole the charges also relate to a new contract for utilities that includes gas. Residents previously benefited from a 3% reduction in charges last year and the contracts in place reflect the current cost of energy supplies.
- 70. Scooter charges in the Poole neighbourhood will increase by the retail price index for September 2020, 1.1%. In Bournemouth the charge will not increase which will allow for alignment across both neighbourhoods over time.
- 71. The window cleaning charge in Bournemouth will remain unchanged.
- 72. Within Bournemouth, the previously agreed service charge policy will continue to be rolled out with additional charges for communal bulk refuse removal being applied from 1 April 2021. This will be the last of the new charges that were introduced to be applied. A cap on the new service charges introduced will continue to be applied until

- April 2023/24. The cap for 2021/22 will ensure that the maximum amount paid for new services charges that include communal supply, cleaning, gardening and bulk refuse will not exceed £4.00 per week.
- 73. Service charges in the Bournemouth neighbourhood for communal gardening and cleaning are usually based on costs previously incurred. During the Covid-19 pandemic these 2 services were suspended for approximately 3 months although tenants continued to pay for the service. Charges for 2021/22 have been adjusted to account for this in year so that tenants realise the revised costs now rather than in 12 months' time.
- 74. There has been an overall increase in communal gardening charges in the Bournemouth neighbourhood even when adjustments for the disruption to services due to Covid-19 have been made. These charges are relatively low, and any increases can appear to have a disproportionate impact on the overall percentage increase.

Recommendation a(vi) – That the changes to service charges are agreed as set out in appendix 2.

Revenue Expenditure

- 75. The HRA manages expenditure that covers delivery of the general housing management function as well as overhead and capital financing charges.
- 76. Management and Maintenance
- 77. PHP delivers the management and maintenance service to the Council in relation to Poole neighbourhood stock and this is funded through the annual management fee paid to PHP. For the Bournemouth neighbourhood the revenue expenditure is contained within the overall revenue budgets for the HRA without the separation of a similar management fee.
- 78. It is recognised that the financial climate has been and remains challenging and the four years of reduction in rental charges to tenants have reduced the level of funds available to deliver all the priorities for housing support and new homes. Both neighbourhoods therefore regularly review the level of costs incurred and ensure that funding is linked to service priorities.
- 79. The strategies across both Bournemouth and Poole are to ensure that costs are driven down, that these are benchmarked to test that value is being achieved and the organisation learns from the best to inform the decisions being made.
- 80. Key current and future changes to service delivery and financial pressures can be summarised as follows
 - a. Increases in Development Team staffing resources to help bring forward the new build programme (although much of the costs are capitalised to the individual schemes).
 - b. Additional resources to help ensure the effective management of tenancies involving tenants with complex needs such as substance misuse.
 - c. Additional resources to support the delivery of the building safety requirements and compliance approach
 - d. Increases in the cleansing services to ensure that lessons learnt from Covid-19 on service delivery are embedded

- e. Resource identification to support delivery of the white paper requirements to ensure that BCP can deliver effective assurance to the Regulator
- 81. The use of the revenue resources for day to day delivery of services are summarised in the delivery plans for each neighbourhood which are summarised in appendices 7 and 8.
- 82. The HRA contributed £2 million to the Councils Transformation Programme in 2020/21. This was on the condition that savings as a result of this would also be delivered to the HRA. This project has now been brought forward to help deliver savings to the general fund because of the Covid-19 pandemic. As part of this, the Smarter Structures" project has commenced to implement a staff structure to support organisational design. It is not clear yet what impact this will have on the HRA but it will need to be phased as the 2 neighbourhood services are aligned alongside the housing management model review process. However, new telephony and IT delivered through the Transformation Programme has enabled remote working while maintaining services in a safe way during the pandemic.

83. Overheads and other expenditure

- 84. The HRA holds general budgets that meet the cost of other service areas that support the overall delivery of the housing management function. These budgets have also been considered as part of the budget setting process.
- 85. The HRA picks up charges via "SeRCOP" recharges that identify costs held elsewhere in the Council but that relate to delivery of housing services. These include areas such as grounds maintenance provision, oversight of CCTV within buildings and corporate support costs. These need to be reflected in the HRA in order to ensure the full cost of delivering services to tenants is recognised. Such charges have to be fundamentally reviewed on a regular basis to ensure they remain up to date and appropriate.

86. Management of bad debts

- 87. One of the main areas of risk for the HRA going forward is arrears and the management of debt within the rent account. There is a specific risk around the ability to collect this debt as national welfare reform changes are rolled out. The spare room subsidy changes have now been in place for almost seven years and work to manage under occupation is now business as usual.
- 88. One key current risk is Universal Credit (U.C.) which went live for Bournemouth in November 2017 and for Poole in October 2017 with approximately 18% of tenants now receiving this benefit. Evidence from other areas, along with our experience so far, shows the level of arrears increases in the short to medium term following implementation. The system is also more complicated than the old housing benefit system and requires additional interventions and support from landlords.
- 89. Both neighbourhoods continue to work closely with tenants to assist with financial and budgeting skills and continue to undertake proactive work to help with any issues around their U.C. claims and any associated issues.
- 90. The impact of Covid-19 has not yet had a noticeable impact on the level of rent arrears. However, this will have to carefully monitored as furlough and other support schemes come to an end early next year. This will have been assisted by the proactive work the teams have been doing with tenants to encourage continued payment of rent during the year.
- 91. As the level of arrears across all other tenants continues to remain broadly consistent with previous years and because there was an overestimate of the bad debt

provision set aside for welfare reform in previous years, the current level of bad debt charge of £188,000 for the Bournemouth neighbourhood and £197,000 for the Poole neighbourhood is considered to be adequate and has been maintained at the same level for 2020/21.

Recommendation a(vii) -

That the budgeted bad debt charge is maintained at £188,000 for the Bournemouth neighbourhood and £197,000 for the Poole neighbourhood.

- 92. Under the self-financing regime the HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. Under these arrangements the Council is required to demonstrate the stock has been accounted for in line with IAS 16 and follows componentisation accounting principles.
- 93. Depreciation charges in both neighbourhoods are calculated using components. However, the depreciation policy for each neighbourhood is significantly different the Bournemouth neighbourhood uses six components and Poole uses 86. Life cycles also vary across the two neighbourhoods. These differences in approach have started to be reviewed but have not been aligned in this budget as doing so now could impact the level of resource available to support the maintenance programme.

Recommendation a(viii) -

That the depreciation budget is set at £6.878m for the Bournemouth neighbourhood and £4.665m for the Poole neighbourhood.

94. Reserves

95. The Council is required by law (Local Government and Housing Act 1989, section 76) to avoid budgeting for a deficit on the HRA. This means the budget must not be based on total HRA revenue reserves falling below zero. In practice the Council is expected to maintain a reasonable balance of HRA reserves to cover contingencies. An appropriate level has been determined as 5% of expenditure. This level has been reached after carrying out a risk assessment of key items affecting income/expenditure and allowing for a contingency for unidentified items. In 2021/22 this gives a minimum reserve requirement of £976,250 million for the Bournemouth Neighbourhood and £769,900 for the Poole Neighbourhood.

Recommendation a(ix) -

That HRA reserves should be maintained at a minimum level of 5% of total expenditure. This equates to £976,250 for the Bournemouth neighbourhood £769,900 for the Poole neighbourhood for 2021/22, totalling £1.746m.

96. Capital Financing

- 97. The budget to support interest paid on HRA debt will rise in future years as external borrowing is required. For 2021/22 the BCP HRA will require £16.5 million of external borrowing to fund its capital programme.
- 98. The continued strong management of expenditure costs and the good level of income collection mean that for 2021/22 the revenue contribution to capital from the Bournemouth neighbourhood is £1.822 million and £3.642 in the Poole neighbourhood. The remainder of the capital programme will be funded from a combination of capital receipts, drawdown of the Major Repair Reserve (MRR) and section 106 receipts.

Capital Expenditure

99. Financial regulations require capital schemes to be categorised into appropriate approvals categories. All Planned Maintenance Programme items within Appendix 5 are Unconditional. Major Projects (shown in detail in Appendix 6) are categorised as No Further Approval, Conditional Approval or requires Further approval, as appropriate.

100. Planned Maintenance Programme

- 101. The HRA capital programme aims to ensure first and foremost, that the current housing stock is fit for purpose and specific projects that will enhance the delivery of affordable housing across both neighbourhoods are achieved. The Decent Homes target was achieved in December 2010 when the significant backlog works were completed, and all stock met the target. However, each year elements of this stock will need to be replaced or updated in order to keep all stock at the Decent Homes (and the Bournemouth and Poole) standard. The delivery of these enhancements is the first call on capital resources.
- 102. There are various areas of work that need to be delivered as part of the planned maintenance programme. Fire safety is a key area and additional work will be required to remove cladding at the Sterte Court tower blocks. Budgets have been set aside for the replacement of all fire doors to flats.
- 103. To support the Council's Corporate Strategy there are objectives to ensure that sustainability underpins our policies, tackle the climate change emergency and promote sustainable resource management. This can be achieved through sustainable methods of construction in relation to new homes with high levels of thermal insulation and more energy efficient hot water and heating systems. Energy efficient measures are also provided in the refurbishment of existing homes including more efficient gas boilers, consideration of alternative heat sources, increased levels of thermal insulation, communal heating systems and low energy lighting to communal areas. Such measures often increase development and refurbishment costs, but more energy efficient homes can benefit tenants through lower energy bills. There is a clear focus on the overall carbon savings that can be achieved with any additional investment.
- 104. Technology is changing constantly in this fast-moving sector but it is clear that the HRA housing stock will embrace this issue within its programme going forwards. The development of the 30-year business plan will help determine how we meet the challenges.
- 105. There are differences for proposed expenditure between the two neighbourhoods within the planned maintenance programme. Each has its own asset management strategy which reflects the nature of the stock and drives this programme. Different services and policies have also developed between the two neighbourhoods over many years which have been influenced through engagement with tenants. These are slowly being brought together with best practice being shared while ensuring locally appropriate services are in place.
- 106. The planned maintenance programme is proposed at £7.446 for Bournemouth and £7.151 million for Poole and. A full breakdown of these programmes is included within appendix 5 and these will deliver a programme of work that is safe and meets legislative and other priorities.

Recommendation b(i) -

That the planned maintenance programme as set out in Appendix 5 is agreed.

107. Major works capital programme

- 108. The HRA is committed to delivering additional affordable housing across both Bournemouth and Poole and ensuring the current HRA land is used as effectively as possible. Whilst the majority of activity is new build, the Bournemouth and Poole neighbourhoods have also successfully acquired existing properties. These are usually via buy back of properties that had been previously sold under the right to buy but may be where other housing providers are looking to dispose of suitable stock. Each new build scheme and purchase is subject to both financial and managerial due diligence to ensure they deliver value for money. New build schemes and other major capital programmes not defined explicitly within this report will be brought for individual Cabinet approval as per the Financial Regulations.
- 109. The exact tenure mix of this new build programme will be considered in the context of overall financial viability. Each scheme is required to be viable over the duration of any borrowing period in line with the Prudential Code.
- 110. There are ongoing ambitious new build plans, a requirement to make significant changes to the stock to more adequately meet needs and the HRA must continue to assist in the management of homelessness. Funding of this programme can be achieved in part via additional borrowing. In the October 2018 budget, the Chancellor abolished the limit on HRA borrowing cap. This allows for more to be delivered from HRA budgets where additional funding can now be raised in accordance with the Prudential Code. This provides an opportunity to expand our new build ambitions across both Bournemouth and Poole to help further meet the needs of those on the housing registers.
- 111. Borrowing by the BCP Council HRA is forecast to be £16.5 million for the year to 31 March 2022 to help finance new build and major projects.
- 112. Many schemes will also require additional subsidy alongside rental income to meet the borrowing requirements. RTB receipts, HRA reserves and Section 106 affordable housing developer contributions are also used across both neighbourhoods to help financially support the delivery of new homes, although these funding sources are finite.
- 113. The new build and major projects programme for Bournemouth totals £18 million for 2021/22. The new build and major projects programme for Poole totals £24.279 million.
- 114. New build and major projects Bournemouth
- 115. Northbourne Day Centre, Wimborne Road, Kinson on site. Will provide 9 homes for rent including 1 and 2-bedroom flats and 2-bedroom houses.
- 116. Barrow Drive garage site, Townsend on site. 3, 2-bedroom houses. Completion and handover to be in 2020/21 financial year with some remaining capital spend budgeted for 2021/22.
- 117. Templeman House, Leedam Road, Kinson 27 flats.
- 118. Princess Road, Westbourne 120 new homes including 1,2 and 3-bedroom flats for rent and shared ownership. At planning stage.
- 119. Ibbertson Way garage site, Townsend on site. 2, 2-bedroom houses and 1, 3-bedroom house for rent.
- 120. Luckham Road/Charminster Road, Charminster on site. 6, 1 and 2-bedroom flats and 3, 3-bedroom houses.
- 121. Cabbage Patch car park, St Stephens Road, Bournemouth Town Centre 11, 1 and 2-bedroom flats.

- 122. Moorside Road, West Howe 14, 3-bedroom houses.
- 123. Duck Lane, Bearcross 12, 2-bedroom flats. At planning stage.
- 124. Craven Court, Knyveton Road, Boscombe 24 ,1 and 2-bedroom flats. At planning stage.
- 125. Wilkinson Drive, Townsend 9,2-bedroom flats and 4, 3-bedroom houses. At planning stage.
- 126. Purchase and repair 5 homes currently being purchased.
- 127. New build and acquisition budget amount that has not yet been committed.
- 128. New build and major projects Poole
- 129. Project Admiral is ongoing and will deliver a major maintenance programme of the 4 tower blocks situated in Poole Old Town. This work includes the provision of a non-combustible cladding system that will ensure that these blocks remain fit for purpose and extend their life by a further 30 years. This project is being delivered over 3 years and should complete in 2022/23.
- 130. Cladding, Sterte Court, Poole work will soon commence to remove combustible cladding to the 2 tower blocks and to replace with a non-combustible cladding system. It is anticipated that the work to remove and replace will take approximately 9 months to complete.
- 131. Infill –delivery of up to 15 new homes on infill sites throughout 2021.
- 132. Acquisitions there is £1.5 million budget to deliver homes via the acquisitions programme that will support increases in the overall stock.
- 133. Cynthia House 22 new homes by 2022, flats and houses and a mix of shared ownership and affordable rent.
- 134. Herbert Avenue this scheme will deliver 24 flats for use as temporary accommodation.
- 135. Sprinkler Installation work has started to install sprinklers across all 6 tower blocks and will be completed by June 2021 at Sterte Court and March 2022 in the Old
- 136. Hillbourne –delivery of approximately 100 new homes on the old school site. Wider approvals will be sought towards the end of 2021.

Recommendation b(ii)

That the major project capital programme as set out in Appendix 6 is agreed.

137. The 2020/21 capital programme was agreed at £19.618 million for Bournemouth (revised to £11.147 million) and £21.633 million (revised to £14.349 million) for Poole. Timing of cash flows for large capital projects spanning several financial years can be difficult to predict and are re-forecast as the projects progress. These projects often require consultation, planning and building control approval and are subject to competitive tendering processes. Capital budgets are carried forward when timing of cash flows becomes more accurate to predict.

Recommendation b(iii) -

That funding totalling £6.824 million is carried forward from the 2020/21 Bournemouth neighbourhood capital programme and that funding totalling £4.955 million is carried forward from the 2020/21 Poole neighbourhood capital programme to reflect where expenditure on major projects has commenced but these have not yet been completed.

138. Delivery Plan

139. The Management Agreement between BCP Council and PHP sets out the requirement for an annual delivery plan to be agreed. The PHP Delivery Plan sets out the Key Deliverables for PHP which support the refreshed Housing Strategy 2017 to 2020. The annual Delivery Plan for the Bournemouth Neighbourhood is also presented. Work is currently ongoing between the teams to align ways of working as appropriate across both neighbourhoods. It is notable that many actions cited in each Delivery plan are being progressed jointly across the two neighbourhoods.

Recommendation c -

That the Delivery Plans for each neighbourhood to support the key principles for the HRA and the Council's Corporate Strategy are agreed as set out in appendices 7 and 8.

140. Financial modelling

141. The existing new build programme reflects the ambitious plan to provide much needed additional homes for rent and shared ownership. Financial modelling is taking place to look at options to help shape the identified new build and retrofitting programme over the next few years. To support this work there is an ongoing update of the 30-year business plan for the HRA combined across the two neighbourhoods.

142. Consultation

- 143. There is no legal obligation to consult on the annual rent changes. The rent changes noted in this report for 2021/22 are set by government policy.
- 144. The Poole neighbourhood consults on the rent approach with local residents via the Tenant Involvement and Empowerment (TIE) panel and feedback from this meeting will be available to Cabinet if requested.
- 145. The Portfolio Holder for Homes has been consulted and their feedback had been addressed in this report.

Options Appraisal

146. This report sets out the proposals for increases in rent and other charges to support the provision of services to residents, day to day maintenance of the housing stock, disabled adaptations, the planned maintenance programme, new developments and other major works. The income received is also used to ensure that the Council can meet its legal responsibilities as a landlord as well as regulatory standards. The proposals support the Council's wider strategic objectives and demonstrates the importance of housing revenue account activities in helping to meet these. Any decision not to increase charges would have an impact on the ability of the HRA to meet the objectives in the delivery plan, and services to residents as well as wider strategic objectives. It would also increase the risk of failing to meet the challenges from the 30-year business plan as set out below.

Summary of financial implications

147. The Housing Revenue Account is a separate account within the Council that ring-fences the income and expenditure associated with BCP Council's housing stock. The estimated income from rent and other charges will be £43.236 million. The income from the HRA is used to support the Council's activities as a landlord and the proposed expenditure of £56.876 million on planned maintenance and new homes as the cost of managing and maintaining the housing stock. Proposed rent increases are in line with government requirements and the additional income that is generated is also used to develop the 30-year business plan. This plan will ensure that the

Council continues to meet its responsibilities as a landlord and in meeting the Council's wider objectives, including new homes, as well as the national agenda to reduce carbon emissions. There are other challenges associated with improvements to building safety and it is important that the HRA can meet these.

Summary of legal implications

- 148. Council housing landlords are required to give 28 days' notice to all tenants of changes to the rental and charges for the new financial year. This will be achieved should all the recommendations be accepted by Cabinet in February 2020.
- 149. The Council is required by law (Local Government & Housing Act 1989, section 76) to avoid budgeting for a deficit on the HRA. This means the budget must not be based on total HRA revenue reserves falling below zero. In practice the Council is expected to maintain a reasonable balance of HRA reserves to cover contingencies. The HRA will maintain reserves above a minimum level of 5% of expenditure. In 2021/22 this gives a minimum level of reserve for the Bournemouth and Poole neighbourhoods of £976,250 and £769,900 respectively.
- 150. Approval from Cabinet and Council is required before changes to rents and other charges can be made as well as commitment to the level of expenditure on planned maintenance and major works.

Summary of human resources implications

151. There are no HR implications for this report.

Summary of sustainability impact

152. As a landlord the Council is responsible for the management and maintenance of Council homes and provision of new homes. Measures can be taken to ensure that more energy efficient measures are used in the maintenance of homes, for example more energy efficient gas boilers. There are more opportunities for energy efficient measures in new homes and this is considered for each new development including consideration of options for carbon savings.

Summary of public health implications

153. HRA properties continue to benefit from photovoltaic and solar panels reducing carbon emissions across Bournemouth and Poole. The ongoing maintenance of existing stock, such as heating replacement, insulation and low energy LED lighting in communal areas also help to increase the energy efficiency of our existing stock. Consideration is currently being given to new methods of building construction for new homes which would benefit tenants and the local area.

Summary of equality implications

- 154. Proposed revenue budgets for 2021/22 onwards should not impact on front line service provision, and the level of capital disabled adaptations in the estimated Capital Programme should enable us to meet the needs of disabled and older residents to have aids and adaptations fitted to support their independence.
- 155. Older and disabled residents will be positively affected by the investment in dwelling insulation, energy efficiency and competitive heating and communal utility charges. Many have benefited from low personal heating charges and a lower split of communal utility costs between all residents benefiting from these services.
- 156. There is a clear correlation between effective housing and better health outcomes. By ensuring that housing meets minimum maintenance standards respiratory health issues can be reduced as well as minimising trips and falls.

- 157. Community development work undertaken seeks to minimise isolation, particularly with older people, contributing to improved physical and mental health outcomes and more active communities. We will continue to work with community and voluntary groups, promoting their services and offering practical help where feasible, for example land for community gardens.
- 158. The income received also enables the Council to provide services to vulnerable tenants to help them maintain their tenancies.
- 159. There are many reasons why tenants may struggle to maintain their tenancies including drug and alcohol problems, mental health and hoarding. We will seek to continue to support tenants in their homes to ensure that they are able to maintain successful tenancies and to reduce the number of evictions. Both neighbourhoods have staff who can provide support for tenants including financial advice and work is ongoing to ensure that sufficient resources are available.
- 160. A number of the mitigations are in place to minimise the impact of any increase in charges on those on low incomes. These include:
 - The move to formula rents will not apply to existing tenants.
 - Rent increases for the last two years come after a period of 4 years of 1% rent reductions. This increase and last year's increases are in line with national rent setting policy and rents are not at the level they would have been if there had been uplifts in previous years instead of reductions.
 - Any tenants who are on low incomes are eligible for help with their rent through housing benefit or universal credit.
 - Most service charges are also covered by housing benefit or universal credit enabling those on low incomes to get help with these.
 - Those tenants on housing benefit or universal credit are exempt from the supporting people charge within sheltered housing in Poole.
 - Heating charges in Poole were reduced by 3% last year. There was no increase in Bournemouth.
 - Supplies for utility contracts for communal utilities are negotiated within both neighbourhoods to secure lower costs.
 - Increases in heating charges in Bournemouth have been capped at £1.00 per week.
 - Increases in water and sewage charges in Bournemouth have also been capped at £1.00 per week.
 - There is a cap of £4.00 per week on new service charges that were introduced in Bournemouth several years ago. These include communal gardening and cleaning.
 - There has been no significant impact on the level of unpaid rent because of the pandemic. Staff have been offering support to residents who have had problems paying their rent and will continue to do so.

Summary of risk assessment

- 161. From April 2012 the risk in financing the management and maintenance of the housing stock moved from Central Government to Local Government as part of the Self-Financing Settlement Agreement.
- 162. The risk associated with future rent increases and decreases is no longer a local decision.
- 163. The following considerations must be made:
 - a) As the self-financing valuation and settlement is premised on the Council continuing to implement the Government's Rent Restructuring formula, the deviation from this with

regards the national government mandated CPI + 1% increase could potentially undermine the financial viability of the BCP Council HRA.

- b) The HRA will be committed in the first instance to the servicing of new and existing debt.
- c) Only once debt is serviced (funded) can consideration be given to the maintenance standard of the properties and then in turn to the quality of the housing management service.
- d) The Welfare Reform Act changes have affected the payments being made to the HRA and further changes associated with the roll out of U.C. could affect levels of tenant income and further increase rent arrears within the HRA.
- e) The end of automatic payment of Housing Benefit direct to Landlords, could significantly reduce rent income levels and increase the level of bad debts within the HRA as U.C. continues to roll out.
- f) Compliance with regulatory standards and changes to health and safety legislation particularly regarding fire safety will provide additional challenges over the next few years and are likely to lead to increased costs.
- g) The requirement to have an effective HRA 30-year business plan to help prepare and manage future costs and requirements to manage the housing stock.
- h) The ongoing and longer-term impact of Covid is expected to negatively impact on HRA finances if tenants struggle with rent payments and assets cannot be maintained on site in a timely way due to social distancing.
- 164. The recommendations presented here assures compliance with the national rent setting policy and the key principles have been approved by MHCLG. The proposal ensures the appropriate maintenance and development of HRA stock across the Bournemouth and Poole neighbourhoods. Not approving this report would significantly risk the ability for BCP to comply with central Government and national legislation that govern the HRA budget process.

Background papers

Policy Statement on Rents for Social Housing, February 2019

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/781746/Policy_Statement.pdf

Appendices

- 1: The Rent Increase Effect on Residents
- 2: Service Charges for 2021-22
- 3: Income and Expenditure Statement for 2021-22
- 4: HRA Balances for 2021-22

- 5: Capital Programme for 2021-22 to 2023-24
- 6: Major Project Capital Programme for 2021-22
- 7: Delivery Plan Poole Housing Partnership (Poole Neighbourhood)
- 8: Delivery Plan (Bournemouth Neighbourhood)
- 9. Summary of national rent setting policy

APPENDIX 1 Housing Revenue Account The Rent Increase Effect on Residents

		2020/21		2021/22				
		52 week	48 week	52 week	48 week	52 week	48 week	
		Basis	Basis	Basis	Basis	Weekly Increase	Weekly Increase	Increase as a %
		£	£	£	£	£	£	uo u 70
Overall Average per Budget	Bournemouth Neighbourhood	85.90		87.47		1.57		1.8%
	Poole Neighbourhood	84.88	93.72	87.81	95.13	2.93	1.41	1.5%
Examples of Rent Increases General Properties								
Bournemouth Neighbourhood								
Hamilton Road	1 Bedroom flat	74.19		75.30		1.11		1.5%
Belle Vue Road	1 Bedroom flat	74.65		75.77		1.12		1.5%
Turbary Park	1 Bedroom flat	79.63		80.82		1.19		1.5%
Cunningham Crescent	1 Bedroom flat	106.49		108.09		1.60		1.5%
Florence Road	2 Bedroom flat	81.89		83.12		1.23		1.5%
Nothery Road	2 Bedroom House	89.63		90.97		1.34		1.5%
Ripon Road	3 Bedroom House	107.42		109.03		1.61		1.5%
Turnbull Lane	3 Bedroom House	157.85		160.22		2.37		1.5%
Dolphin Avenue	3 Bedroom Bungalow	124.98		126.85		1.87		1.5%
Cranleigh Road	4 Bedroom House	111.36		113.03		1.67		1.5%
Poole Neighbourhood								
Herbert Court	1 Bedroom flat	76.14	82.48	77.28	83.72	1.14	1.24	1.5%
Junction Road	1 Bedroom flat	65.42	70.87	66.40	71.93	0.98	1.06	1.5%
Rockley Road	1 Bedroom flat	73.37	79.48	74.46	80.67	1.09	1.19	1.5%
Sterte Court	1 Bedroom flat	70.78	76.68	71.84	77.83	1.06	1.15	1.5%
Rodney Court	2 Bedroom flat	88.87	96.28	90.20	97.72	1.33	1.44	1.5%
Plumer Road	2 Bedroom house	89.95	97.45	91.30	98.91	1.35	1.46	1.5%
Christopher Crescent	3 Bedroom house	99.50	107.79	100.99	109.41	1.49	1.62	1.5%
Egmont Road	3 Bedroom house	90.40	97.93	91.75	99.40	1.35	1.47	1.5%
Haskells Road	3 Bedroom house	89.52	96.98	90.86	98.43	1.34	1.45	1.5%
Perry Gardens	4 Bedroom house	111.71	121.02	113.39	122.84	1.68	1.82	1.5%
Independent Senior Living serv	iced properties							
Bournemouth Neighbourhood								
Cornish Gardens	Studio Flat	63.67		64.63		0.96		1.5%
Castle Dene Court	1 Bedroom flat	74.76		75.88		1.12		1.5%
Southbourne Road	1 Bedroom flat	76.15		77.29		1.14		1.5%
Deacon Gardens Bear Cross	1 Bed Bungalow	84.97		86.24		1.27		1.5%
Sheltered Housing Officer servi	ced properties							
Poole Neighbourhood								
Cynthia Close	1 Bedroom flat	77.61	84.08	78.78	85.34	1.17	1.26	1.5%
Millfield	1 Bedroom flat	74.88	81.12	76.01	82.34	1.13	1.22	1.5%
South Road	1 Bedroom flat	77.59	84.06	78.76	85.32	1.17	1.26	1.5%
Trinidad House	1 Bed Bungalow	76.24	82.59	77.38	83.83	1.14	1.24	1.5%
Waterloo House	1 Bed Bungalow	84.21	91.23	85.48	92.60	1.27	1.37	1.5%

Poole charges a higher rent level over 48 weeks of the year with 4 "rent free" weeks a year. Bournemouth charges rent each week of the year.

The overall average increase in rents for Bournemouth neighbourhood is higher than 1.5% due to new affordable properties being brought on line in 20/21. These new properties typically have rents higher than average rents.

	2020/21		2021/22	
	£	Uplift	£	
1. Garage Rents				
Proposed Charges - Tenants	040.00	0.004	244.42	
Bournemouth	£10.90	2.0%	£11.12	
Poole Old Town	£11.80	2.0%	£12.04	
Remainder of Poole	£6.71	2.0%	£6.84	
Charges - Leaseholders - Bournemouth only	040.04	0.00/	040.40	
Bournemouth (excl VAT)	£12.84	2.0%	£13.10	
Charges - Non-Tenants Poole Old Town (excl VAT)	C16 24	2.0%	£16.67	
Poole Old Town (excl VAT) Poole Old Town (incl VAT)	£16.34 £19.61	2.0%	£16.67 £20.00	
Remainder of Poole (excl VAT)	£10.26	2.0%	£10.47	
Remainder of Poole (excl VAT) Remainder of Poole (incl VAT)	£10.20	2.0%	£12.56	
Bournemouth (excl VAT)	£12.84	2.0%	£13.10	
Bournemouth (incl VAT)	£15.41	2.0%	£15.72	
2. Garage Bases Bournemouth only	210.11	2.070	210.72	
Charges -Tenants	2.29	2.0%	2.34	
Leaseholders	3.72	2.0%	3.79	
Private	4.46	2.0%	4.55	
3. Garage Plots Bournemouth only		,0		
Charges -Tenants	2.29	2.0%	2.34	
Private	2.75	2.0%	2.81	
4. Sheltered Housing Service Charges inc Lifeline -				
Poole only				
General - Poole	£7.24	2.0%	£7.38	
Willow Park - Poole	£7.24	2.0%	£7.38	
Belmont Court - Poole	£17.73	2.0%	£18.08	
5. Supporting People Service Charge - Poole only				
Personal charge	£7.32	2.0%	£7.47	
6. Guest Bedrooms in Sheltered Accommodation	4	0 11	0 11	4
	1 night	2 nights	3 nights	4-7 nights
Cost per room with no ensuite - includes cleaning	£20.75	£29.00	£37.25	£46.50
Cost per room with ensuite - includes cleaning	£24.75	£35.25	£45.50	£55.75
7. Heating Charges - Poole 1 bed	CO EO	10.0%	CO 20	
2 bed	£8.53 £10.24	10.0%	£9.38 £11.26	
3 bed	£10.24 £11.95	10.0%	£11.26 £13.15	
Trinidad Village	£2.10	10.0%	£13.13 £2.31	
Bournemouth	£0.81 - £12.34	Average 12%	£1.39 - £8.77	
8. Communal Supply	20.01 212.04	Average 1270	21.00 20.77	
Standard Charge - Poole	£0.71 - £7.84	Average 27.0%	£0.73 - £9.02	
Standard Charge - Bournemouth	£0.06 - £5.26	Average 16.8%	£0.06 - £5.49	
9. Laundry - Bournemouth only	20.00 20.20	7.1.0.0.90 10.070	20.00 20.70	
Standard Charge	£0.73	1.1%	0.74	
10. Scooter Charges		,0		
Scooter Charge point - Bournemouth	£1.09	n/a	£1.09	
- Poole	£51.12 p.a.	1.1%	£51.68 p.a.	
11. Window Cleaning - Bournemouth only	•		•	
Standard Charge	£0.61	n/a	£0.61	
12. Communal Cleaning - Bournemouth only		-		
	£0.11-£2.19	Average -41%	£0.06 - £1.49	
13. Communal Gardening - Bournemouth only		-		
	£0.16-£2.47	Average 19%	£0.23 - £3.06	
14. Water and sewage - Bournemouth only				
	£1.30 - £6.05	Average 14%	£1.25 - £6.78	
15. Communal Telephone and Internet Charges -				
Bournemouth Extra Care only				
Standard charge	£2.21	-34.39%	£1.45	
16. Communal bulk refuse removal - Bournemouth only	1	1	00.00.00.01	
47 White woods. Townson, Assessed the Basic Co.	n/a	n/a	£0.02 - £2.64	
17. White goods - Temporary Accomodation - Poole Only	£3.91	1.1%	£3.95	

APPENDIX 3 Housing Revenue Account Income & Expenditure Statement

Bournemouth Neighbourhood

Poole Neighbourhood

BCP Council HRA

	Budget 2020/21 £000's	Forecast Outturn 2020/21 £000's	Budget 2021/22 £000's	Budget 2022/23 £000's	Budget 2023/24 £000's
Income					
Dwelling Rents (gross)	(22,610)	(22,439)	(22,879)	(23,520)	(24,225)
Non-Dwelling Rents (gross)	(147)	(125)	(149)	(153)	(155)
Charges for Services and Facilities	(565)	(776)	(747)	(767)	(789)
Contributions to Expenditure	(191)	(60)	(59)	(61)	(62)
Total Income	(23,513)	(23,400)	(23,834)	(24,501)	(25,231)
Expenditure					
Repairs and Maintenance	5,869	5,636	5,783	5,939	6,111
Supervision and Management	7,393	6,888	6,381	6,483	6,586
Rent, rates, taxes and other charges	222	220	220	224	229
Bad or Doubtful debts	188	188	188	188	188
Capital financing costs (debt management costs)	75	75	75	75	75
Depreciation - Council Dwellings & Land and Property	7,253	7,253	6,878	6,878	6,878
Total Expenditure	21,000	20,260	19,525	19,787	20,068
Net Cost of HRA Services - (Surplus) / Deficit	(2,513)	(3,140)	(4,309)	(4,714)	(5,163)
	(=,0.0)	(0,110)	(1,000)	(,, ,	(0,100)
Capital Charges					
- Cost of Capital Charge	2,517	2,517	2,517	2,517	3,484
- Interest Receivable	(30)	(30)	(30)	(31)	(31)
Total Capital Charges	2,487	2,487	2,487	2,486	3,453
Net Operating Expenditure - (Surplus) / Deficit	(26)	(653)	(1,822)	(2,227)	(1,711)
Appropriations					
Appropriations Revenue contribution to capital outlay (RCCO)	26	653	1,822	2,227	1,711
Transfer to HRA reserve	0	033	0	0	0
Total Appropriations	26	653	1,822	2,227	1,711
(Surplus) / Deficit on the HRA for the Year	0	0	0	0	0

	Poole	e Neighbour	hood	
Budget 2020/21 £000's	Forecast Outturn 2020/21 £000's	Budget 2021/22 £000's	Budget 2022/23 £000's	Budget 2023/24 £000's
(20,070)	(20,112)	(20,357)	(20,927)	(21,554)
(41)	(27)	(43)	(43)	(43)
(1,292)	(1,305)	(1,390)	(1,420)	(1,452)
(315)	(301)	(328)	(334)	(340)
(21,719)	(21,745)	(22,117)	(22,723)	(23,390)
5,368	5,357	4,031	4,138	4,254
5,366	5,594	6,235	6,241	6,365
160	161	162	164	167
197	197	197	197	197
105	105	107	109	112
4,861	4,861	4,665	4,665	4,665
16,056	16,275	15,398	15,515	15,760
(5,663)	(5,470)	(6,720)	(7,208)	(7,630)
3,088	3,082	3,179	3,362	3,477
(75)	(75)	(107)	(107)	(107)
3,013	3,008	3,072	3,255	3,370
(2,649)	(2,462)	(3,648)	(3,953)	(4,260)
0.40-	0.000	0.040	2.24	4.000
2,487	2,300	3,642	3,941	4,260
162	162	6	12	0
2,649	2,462	3,648	3,953	4,260
(0)	(0)	0	(0)	(0)
(0)	(0)	U	(0)	(0)

	RA	P Council H	ВС	
Budget 2023/24 £000's	Budget 2022/23 £000's	Budget 2021/22 £000's	Forecast Outturn 2020/21 £000's	Budget 2020/21 £000's
(45,780	(44,446)	(43,236)	(42,551)	(42,680)
(198	(196)	(192)	(152)	(188)
(2,241)	(2,187)	(2,137)	(2,081)	(1,857)
(402	(395)	(387)	(361)	(506)
(48,621)	(47,224)	(45,951)	(45,145)	(45,232)
10,366	10,077	9,814	10,993	11,237
12,951	12,724	12,616	12,482	12,759
396	389	382	381	382
385	385	385	385	385
187	184	182	180	180
11,543	11,543	11,543	12,114	12,114
35,828	35,302	34,923	36,535	37,056
(12,793)	(11,922)	(11,029)	(8,610)	(8,176)
6,961	5,879	5,696	5,599	5,605
(138)	(138)	(137)	(105)	(105)
6,822	5,742	5,559	5,495	5,500
(5,971)	(6,180)	(5,470)	(3,115)	(2,675)
(0,011)	(0,100)	(3, 1. 3)	(0,110)	(=,0.0)
5,971	6,168	5,464	2,953	2,513
0,57	12	6	162	162
5.074				
5,971	6,180	5,470	3,115	2,675

APPENDIX 4 Housing Revenue Account HRA Balances

Bournemouth Neighbourhood Poole Neighbourhood BCP HRA Forecast Forecast Forecast **Budget** Outturn Budget Budget Budget Budget Outturn Budget **Budget** Budget Budget Outturn Budget **Budget** Budget 2021/22 2022/23 2021/22 2022/23 2021/22 2020/21 2020/21 2023/24 2020/21 2020/21 2023/24 2020/21 2020/21 2022/23 2023/24 **HRA Reserves** £000's HRA Reserve as at 1st April (Brought Forward) (1,095)(15,459)(5,801)(7,026)(2,108)(1,837)(22,485)(1,085)(742)(742)(792)(7,910)(1,878)Other Reserves as at 1st April (Brought Forward) (13,683)(13,683)0 MRR Balance as at 1st April (Brought Forward) (1,200)0 (9,825)0 (12,367)(11,167)0 (792) (15,978)(15,459) (5,801)(1,085)(11,909)(7,026)(2,108)(23,208)(27,887)(22,485)(7,910)(1,878)**Bought Forward Balance** (12,641) (10,567)Income RCCO (653)(2,227)(1,711)(2,487)(2.300)(3,642)(3.941)(4,260)(2,513)(2,953)(5,464)(6,168)(5,971)(26) (1,822)(7,253)(6,878)(4,665)(4,665)(11,543)(11,543)(7,253)(6,878)(6,878)(4,861)(4,861)(4,665)(12,114)(12,114)(11,543)Depreciation Useable Capital Receipts (2,859)(1,019) (1,856)(1,700)(3,177)(4,265)(8,486)(8,139)(4,221)(1,353)(4,715)(2,372)(7,061)(11,316)(5,361)Transfer to HRA reserve (162)(162)(12)(162)(162)(12)(16,000)(16.500)(7,800)(16,500)(23,800)Borrowing (15.900)(7,200)(23,100)(1,343) S106 receipts utilised (1,727)(705)(28)(1.343)(1,727)(705)(28)Grant, Capital Receipts and GF Contribution (360)(360)(550)(550) (791)(791)(1,151)(1,151)(550)(550)**Capital Expenditure** Planned Maintenance 7,937 5,220 7,446 7,360 7,369 6,420 15,306 11,021 14,597 14,564 13,780 7,386 5,801 7,151 7,178 Major Projects 11,681 18,000 31,729 22,069 14,264 8,548 24,279 13,133 14,530 25,945 14,475 42,279 44,862 36,600 5,927 Intra-HRA Cashflow 2,300 0 0 0 (2,300)0 0 0 (1,221) (15,459) (5,801) (1,085) (1,044) (1,391) (7,026) (2,108) (792) (833) (2,612) (22,485) (7,910) (1,878) (1,877) Balance (surplus) as at 31 March

APPENDIX 5
Housing Revenue Account - Capital Programme for 2020/21 to 2023/24

	ī	Bourne	mouth Neighbo	urhood	
	Budget	Forecast	Estimate	Estimate	Estimate
	2020/21	2020/21	2021/22	2022/23	2023/24
Planned Maintenance Programme					
External Standard Doors	300,000	50,000	350,000	400,000	400,000
Fire Safety Programmes	600,000	200,000	600,000	600,000	600,000
Kitchen Replacement Programme	850,000	430,000	850,000	800,000	800,000
Heating and Hot Water Systems	670,000	250,000	650,000	650,000	650,000
Bathrooms	950,000	400,000	900,000	900,000	900,000
Building Envelope	60,000	20,000	-	-	-
Electrical and Lighting Works	130,000	130,000	150,000	160,000	160,000
Door Entry System	50,000	20,000	50,000	50,000	50,000
Structural Repairs \ Works	45,000	20,000	35,000	35,000	30,000
ift Improvements & Replacements	120,000	200,000	140,000	160,000	200,000
Building External - all schemes	700,000	840,000	600,000	600,000	600,000
Out buildings (inc. garages)	65,000	50,000	65,000	65,000	50,000
Asbestos	-	-	-	-	-
nsulation / Energy Conservation / Environmental mprovements	110,000	-	110,000	110,000	110,000
Roofing	350,000	350,000	300,000	300,000	300,000
Vindows	1,180,000	950,000	1,000,000	900,000	900,000
Housing & Health Safety Rating Systems - Category 1 & 2	-	-	-	-	-
Plastering	-	-	-	-	-
Modific et ions to Boundaries, Communal Area, Hardscapes and Drainage	65,000	50,000	65,000	65,000	50,000
Bedroom Extensions	200,000	-	200,000	200,000	180,000
Capitalized Salaries	331,000	331,000	336,000	341,000	330,000
Disabled Adaptations & Stairlifts	700,000	500,000	550,000	550,000	550,000
Ainor Works	85,000	113,000	145,000	150,000	150,000
Right to Buy Administration	26,000	26,000	-	-	-
Sheltered sites	-	-	-	-	-
Contingency	350,000	290,000	350,000	350,000	350,000
Planned Maintenance Programme Expenditure	7,937,000	5,220,000	7,446,000	7,386,000	7,360,000
Major Projects					
Major Projects Expenditure	11,681,000	5,927,000	17,999,800	31,729,000	22,069,300
TOTAL CAPITAL EXPENDITURE	19,618,000	11,147,000	25,445,800	39,115,000	29,429,300

Budget	Forecast	Estimate	Estimate	Estimate
2020/21	2020/21	2021/22	2022/23	2023/24
150,000	150,000	172,000	158,000	158,000
841,160	785,000	480,500	326,500	226,500
675,000	495,000	863,000	932,000	997,000
1,389,200	1,196,000	1,219,000	925,000	331,000
250,000	131,000	272,000	273,000	242,000
312,000	266,000	318,000	324,000	324,000
465,000	361,000	405,000	315,000	315,000
20,000	25,000	27,000	27,000	27,000
7,500	2,000	7,500	7,500	7,500
18,000	8,000	18,000	269,000	19,000
290,350	10,000	290,000	290,000	290,000
45,000	2,000	45,000	45,000	45,000
90,000	70,000	95,000	95,000	95,000
155,000	120,000	155,000	155,000	155,000
380,000	330,000	305,000	360,000	360,000
628,000	628,000	637,000	910,000	1,050,000
137,560	35,000	138,000	143,000	143,000
75,000	25,000	79,000	79,000	79,000
150,000	60,000	150,000	157,000	157,000
-		-	-	-
524,000	532,000	611,000	623,000	635,000
360,000	230,000	360,000	360,000	360,000
130,000	240,000	154,000	154,000	154,000
26,000	-	-	-	-
-	100,000	100,000	-	-
250,000	-	250,000	250,000	250,000
7,368,770	5,801,000	7,151,000	7,178,000	6,420,000

8,547,900

21,632,797 14,348,900

14,264,027

24,279,400 13,133,410 14,530,250

31,430,400 20,311,410 20,950,250

Budget	Forecast	Estimate	Estimate	Estimate
2020/21	2020/21	2021/22	2022/23	2023/24
450,000	200,000	522,000	558,000	558,000
1,441,160	985,000	1,080,500	926,500	826,500
1,525,000	925,000	1,713,000	1,732,000	1,797,000
2,059,200	1,446,000	1,869,000	1,575,000	981,000
1,200,000	531,000	1,172,000	1,173,000	1,142,000
372,000	286,000	318,000	324,000	324,000
595,000	491,000	555,000	475,000	475,000
70,000	45,000	77,000	77,000	77,000
52,500	22,000	42,500	42,500	37,500
138,000	208,000	158,000	429,000	219,000
990,350	850,000	890,000	890,000	890,000
110,000	52,000	110,000	110,000	95,000
90,000	70,000	95,000	95,000	95,000
265,000	120,000	265,000	265,000	265,000
730,000	680,000	605,000	660,000	660,000
1,808,000	1,578,000	1,637,000	1,810,000	1,950,000
137,560	35,000	138,000	143,000	143,000
75,000	25,000	79,000	79,000	79,000
215,000	110,000	215,000	222,000	207,000
200,000	-	200,000	200,000	180,000
855,000	863,000	947,000	964,000	965,000
1,060,000	730,000	910,000	910,000	910,000
215,000	353,000	299,000	304,000	304,000
52,000	26,000	-	-	-
-	100,000	100,000	-	-
600,000	290,000	600,000	600,000	600,000
15,305,770	11,021,000	14,597,000	14,564,000	13,780,000
25,945,027	14,474,900	42,279,200	44,862,410	36,599,550
41,250,797	25,495,900	56,876,200	59,426,410	50,379,550

BCP HRA

APPENDIX 6 Housing Revenue Account Major Project Capital Programme

Rournamouth	Neighbourhood
Dournemouth	neianbournooa

	Budget	Forecast	Estimate	Estimate	Estimate
	2020/21	2020/21	2021/22	2022/23	2023/24
Major Projects - Bournemouth Neighbourhood					
Northbourne Day Centre	962,000	12,000	1,388,200	76,000	-
Barrow Drive Garages	454,000	378,500	98,500	-	-
Templeman House	1,700,000	935,200	2,750,000	2,752,600	-
Princess Road Development (HRA element)	1,400,000	1,389,000	750,000	10,000,000	8,823,100
lbbertson Way Garages	662,000	370,600	264,000	-	-
Luckham Road/Charminster Rd	1,706,000	613,900	1,212,100	-	-
Cabbage Patch car park	1,700,000	352,300	1,400,000	603,100	-
Moorside Road	1,950,000	209,100	2,873,000	1,162,100	-
Duck Lane Phase 2	-	34,700	1,600,000	767,800	-
Craven Court	-	30,800	1,750,000	3,498,900	-
Wilkinson Drive	-	14,500	1,450,000	1,299,100	-
Purchase & Repair	-	1,070,000	1,653,700	-	-
New Build & Acquisition TBC	1,147,000	516,400	810,300	11,569,400	13,246,200
Major Projects Expenditure - B'mouth Neighbourhood	11,681,000	5,927,000	17,999,800	31,729,000	22,069,300

Council Approval Category					
No further approval	Conditional Approval	Further approval required			
1,464,200	-	-			
98,500	-	-			
5,502,600	-	-			
19,573,100	-	-			
264,000	-	-			
1,212,100	-	-			
2,003,100	-	-			
4,035,100	-	-			
2,367,800	-	-			
-	-	5,248,900			
2,749,100	-	-			
1,653,700	-	-			
_	-	25,625,900			
40,923,300	-	30,874,800			

Poole Neighbourhood

	Budget	Forecast	Estimate	Estimate	Estimate
	2020/21	2020/21	2021/22	2022/23	2023/24
Major Projects - Poole Neighbourhood					
Information Technology Capital Costs	250,000	250,000	250,000	-	-
Project Admiral	6,600,000	5,217,500	13,552,000	1,209,500	271,000
Project Admiral - Buy backs	750,000	750,000	-	-	-
Cladding	450,000	795,000	3,079,000	62,000	-
New Build - Infill	750,000	30,000	1,100,000	1,100,000	1,100,000
Small Sites programme - Acquisitions	1,000,000	750,000	1,500,000	1,000,000	1,000,000
Cynthia House	577,000	60,000	2,175,000	1,820,000	59,250
Herbert Avenue	2,697,449	86,900	2,335,000	36,210	-
Canford Heath Road	150,753	40,000	-	-	-
Sprinklers	753,825	365,000	213,400	-	-
Hillbourne School site - phase 1	285,000	203,500	75,000	7,905,700	12,100,000
Major Projects Expenditure - Poole Neighbourood	14,264,027	8,547,900	24,279,400	13,133,410	14,530,250
Total Major Project Expenditure - BCP HRA	25,945,027	14,474,900	42,279,200	44,862,410	36,599,550

Counc	il Approval Ca	ategory
No further approval	Conditional Approval	Further approval required
250,000	-	-
15,032,500	-	-
-	-	-
3,141,000	-	-
-	-	3,300,000
3,500,000	-	-
4,054,250	-	-
2,371,210	-	-
_	-	-
213,400	-	-
-	-	20,080,700
28,562,360	-	23,380,700
69,485,660	-	54,255,500



Key Deliverable – Compliance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To produce a monthly health and safety dashboard identifying performance against legislative standards and action plans for any performance below 100% compliance.	via SMT report	Modern Accessible and Accountable Council				
Roll out the replacement lock programme across all sheltered properties by March 2022 to maintain integrity of doors	Fire Strategy	Modern Accessible and Accountable Council				
Deliver a programme of works to meet all FRA remedial actions within a reasonable period of time.	H&S Dashboard	Modern Accessible and Accountable Council				
Bring forward plans to ensure that PHP meets all requirements of the new Building safety legislation expected in early 2021	Board Discussion	Brighter Futures				
Ensure the new resident engagement strategy for fire safety is embedded across service delivery areas	Board Decision	Connected Communities				
On the 31 st March 2021 all properties will have an electrical test certificate that is no older than 10 years	H&S Dashboard	Brighter Futures				
Complete the programme for retrofitting of the sprinklers across Sterte Court and agree the programme of works for the Old Town.	Major Projects Report	Modern Accessible and Accountable Council				
To ensure compliance with GDPR and Data Protection Acts	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure 95% of complaints are dealt with within timescales and that there are no Ombudsman findings against the organisation.	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure ongoing compliance against Housing Ombudsman code of conduct for complaints	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure that all areas of work are COVID secure, meet relevant government guidelines and that this is monitored regularly	via SMT report	Modern Accessible and Accountable Council				

Key Deliverable – New Build and Major Projects

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Complete construction of the modular build on the Herbert Avenue site, delivering 24 units for use by BCP council.	Major Projects Report	Dynamic Places				
Complete works on 2 blocks within the Project Admiral programme delivering the upgraded façade and enhanced fire safety measures	Major Projects Report	Dynamic Places				
Complete super structure works at Cynthia House ensuring good progress within the overall build programme	Major Projects Report	Dynamic Places				
Complete all preparation work for the Hillborne development site, ensuring resident consultation has been completed, planning permission obtained and procurement of a contractor has been delivered. Ensure that the handover of the site from the school can take place in May 2022 and that construction can begin	Major Projects Report	Dynamic Places				
Set out options for the delivery of new homes across the Poole Neighbourhood HRA. Enabling a review of the pipeline, reflecting current BCP priorities and agreeing with BCP colleagues priority schemes and approaches	Major Projects Report	Dynamic Places				
Complete the delivery of a new façade at Sterte Court	Major Projects Report	Dynamic Places				
Bring forward proposals for refurbishment of sheltered schemes following outcomes of the older peoples review	Major Projects Report	Dynamic Places				
To take forward the recommendations from the analysis of the older people housing stock data across Bournemouth and Poole, to inform the 10 year development plan and to devise a stock improvement plan.	Major Projects Report	Dynamic Places				

Key Deliverable – Quality Homes

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
All stock to meet the Decent Homes Standard at 31 st March 2021.	House mark Return	Brighter Futures				
Deliver a cyclical maintenance programme that meets all of PHP's statutory requirements	H&S Dashboard	Brighter Futures				
Ensure that all planned and reactive maintenance is delivered in a COVID secure manner, reflecting latest guidelines, uses PPE where appropriate and maintains social distancing	via SMT report	Modern Accessible and Accountable Council				
Bring forward a new 30 year asset management plan	Asset Management Plan	Brighter Futures				
Set out key issues within the new 30 year asset management plan that require further discussions and ensures that the 5 year plan is adequately funded, meets wider council objectives and supports national delivery targets	Asset Management Plan	Modern Accessible and Accountable Council				
Explore work to deliver net zero carbon emissions across the current stock by 2050, setting out timelines and options for consideration by BCP council.	Asset Management Plan	Sustainable Environment				
To replace 125 bathrooms and 83 kitchens across the stock, supporting effective decent homes. (to be confirmed)	SMT KPI Dashboard	Brighter Futures				
To replace 400 resident gas boilers and 2 communal boilers ensuring effective maintenance and delivery of the programme.	SMT KPI Dashboard	Sustainable Environment				
To deliver the installation of a new heating system at Willow Park effectively and in line with agreement with local residents	via SMT report	Sustainable Environment				
To ensure that 45% of the stock has been surveyed in the past 10 years to support intelligence used within the 30 year business plan	SMT KPI Dashboard	Brighter Futures				
Ensure that 92.2% of response repairs are completed at first visit.	Board KPI Dashboard	Brighter Futures				
Deliver 95% satisfaction with response repairs delivered.	Board KPI Dashboard	Brighter Futures				

Key Deliverable – Homelessness

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Agree actions with BCP council (in line with the commissioning framework) in relation to temporary accommodation that will assist the council to deliver its operational requirements.	via CE Updates	Brighter Futures				
To acquire further properties from PHP resources to be used to support households facing homelessness.	Finance Board Reports	Brighter Futures				
To support the BCP Council objective around the expansion of the Housing First programme and agree best use of the HRA housing stock in delivery of this.	via CE Updates	Brighter Futures				
To work with colleagues across BCP to agree a tenancy sustainment approach that supports BCP Council objectives.	via CE Updates	Connected Communities				
To work with BCP council to roll out the homelessness strategy across Poole	via CE Updates	Connected Communities				
To maximise opportunities to acquire properties within the HRA that support BCP Council to tackle homelessness and supports the wider housing strategy once agreed.	via CE Updates	Brighter Futures				
To deliver the Herbert Avenue scheme that can be used to support wider homelessness prevention approach across BCP.	Major Projects Report	Brighter Futures				

Key Deliverable – Housing Management and Maintenance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Deliver at least 1 resident magazine in 2021/22 and continue a conversation with residents regarding value of approach.	via CE Updates	Connected Communities				
To roll out the understanding of consumer standards across the organisation and reflect in service delivery reported to Panels	via CE Updates	Modern Accessible and Accountable Council				
Ensure a range of community engagement projects which enable the Council to meet its' strategic objectives and empower residents to contribute in their communities.	VFM Statement	Connected Communities				
Ensure effective estate management and resident liaison support to residents affected by Project Admiral and Sterte refurbishment works to ensure residents feel safe, informed, consulted and engaged in the works to improve their homes.	VFM Statement	Connected Communities				
Deliver a programme aimed at increasing the level of digital inclusion enabling residents to access on line services.	VFM Statement	Dynamic Places				
Publicise the tenant portal and work with residents to increase usage and improve customer experience	via CE Updates	Connected Communities				
To complete an annual estates inspection programme and direct investment based on the outcomes of this programme towards any estate that does not achieve "good".	via SMT report	Connected Communities				
Develop the estates grading programme to support requirements in the Housing white paper around community engagement and improvement	via SMT report	Modern Accessible and Accountable Council				
Deliver a range of preventative community work, (block promises, neighbourhood plans, estate clean up days and diversionary youth activities) that meet the needs of communities and wider BCP objectives	via SMT report	Connected Communities				
To review the customer service model and using customer insight bring forward proposals for an updated model that drives efficiency and effectiveness across the whole business, ensuring that where possible enquiries are dealt with at first point of contact	via SMT report	Modern Accessible and Accountable Council				
Develop a programme of work that collects customer satisfaction information in line with the requirements of the white paper	via SMT report	Modern Accessible and Accountable Council				
Deliver income collection levels of at least 98.00% across the year.	Board KPI Dashboard	Modern Accessible and Accountable Council				
To have arrears at no more than 4% of total rent due.	Board KPI Dashboard	Modern Accessible and Accountable Council				
To ensure that the organisation rolls out and embeds approaches to meet the new Breathing Space legislation, supporting residents appropriately	via CE Updates	Modern Accessible and Accountable Council				
To ensure that PHP supports all resident panels to meet at least quarterly and that residents are effectively informed and supported to challenge and engage with the organisation.	via CE Updates	Connected Communities				
To review the impact of social distancing on how resident involvement can be delivered, drawing on good practice elsewhere and co-designing delivery options that maximises involvement using different channels	via CE Updates	Connected Communities				

To bring forward engagement events and approaches that can replace the annual delivery of a face to face resident conference	via CE Updates	Connected Communities
To embed service improvements via tenant scrutiny maintaining a pool of residents appropriately trained and supported, and deliver at least two reviews completed per annum.	Scrutiny Reports to Board	Connected Communities
To bring forward recommendations from the wider Older People's review to set out the delivery of services to the residents within sheltered housing over the next 10 years	Board report	Dynamic Places
To gain agreement to the recommendations within the Older People Housing Review with key stakeholders and set out delivery approaches that will begin within 2021/22	Board report	Dynamic Places
To ensure PHP gains access to 100% of sheltered properties	SMT KPI Dashboard	Modern Accessible and Accountable Council
To evict no more that 10 households in any one year.	Board KPI Dashboard	Fulfilled Lives
To establish the Tenancy Sustainment Board within PHP and use this to drive improvements in how the organisation works to deliver services	via CE Updates	Modern Accessible and Accountable Council
Aim to deliver resolution of 90% of ASB cases without legal action	SMT KPI Dashboard	Modern Accessible and Accountable Council
To review current and recent ASB cases and understand common failure points, setting out development of revised working practices and key messages	SMT KPI Dashboard	Modern Accessible and Accountable Council
Deliver an effective voids management service, with minor void turnaround within 15 days for general needs and 20 days for sheltered stock.	Board KPI Dashboard	Modern Accessible and Accountable Council
In partnership with BCP Council, use the demand and allocation information in developing a plan to resolve the issues with hard to let properties	via CE Updates	Modern Accessible and Accountable Council
To review the current Poole standard for voids and understand the impact that this has on ability to let properties, setting out recommendations for change where relevant	via CE Updates	Modern Accessible and Accountable Council
Review of the current cleaning approach for void properties in light of the 2021 procurement of the cleansing contract and changes required to deliver a more effective model that supports Lettings	via CE Updates	Modern Accessible and Accountable Council
Deliver the procurement of a new cleansing contract that delivers an effective cleaning service across sheltered schemes and the Lettings team that also meets enhanced measures required under COVID	Board report	Modern Accessible and Accountable Council
To ensure that all teams work in a manner that reflects social distancing and takes account of required health and safety standards in response to COVID19	via SMT report	Modern Accessible and Accountable Council
To assist in the roll out of the choice based letting scheme across BCP Council.	via CE Updates	Dynamic Places
To work with households experiencing financial hardship and secure at least £1.0M in additional benefits for Poole residents.	VFM Statement	Connected Communities
Review policies, procedures and strategy with BCP Council and agree scope to align.	Via CE Updates	Modern Accessible and Accountable Council

Key Deliverable – Adding Value

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To ensure that resources are identified within the Poole Neighbourhood HRA that support the delivery of the new build programme and reflects BCP priorities with regards increasing housing supply	HRA budget report	Modern Accessible and Accountable Council				
To ensure that key policy areas within the HRA are delivered jointly across Poole and Bournemouth, to include as a minimum depreciation, bad debt and service charges	HRA budget report	Modern Accessible and Accountable Council				
To ensure that pooling returns are prepared in accordance with MHCLG requirements and that measures to limit any repayments that arise as a result in delays in projects are in place	HRA budget report	Modern Accessible and Accountable Council				
Ensure that the organisation is effectively staffed, morale is maintained, and that turnover is limited. Lynn to update	SMT KPI Dashboard	Modern Accessible and Accountable Council				
Ensure that a COVID secure environment is maintained at all times within Beech House and the sheltered schemes	via SMT updates	Modern Accessible and Accountable Council				
Establish new ways of working with staff using new technology and embracing remote working, agreeing a new remote working policy following staff consultation	via SMT updates	Modern Accessible and Accountable Council				
Introduce an online platform to enable residents to remotely access services or tenancy information, leading to an improvement in customer service and opportunities to reduce operating costs.	via CE Update	Connected Communities				
To complete roll out of phase 2 of the Cx system, maximising efficiencies inherent in the system and supporting more agile working	via CE Update	Modern Accessible and Accountable Council				
Undertake Housemark benchmarking programme to nationally challenge performance, with action plan for those indicators in 3rd and 4th quartiles.	Board report	Modern Accessible and Accountable Council				
To continue to look for opportunities to deliver efficiencies through the procurement and operational process.	VFM Statement	Modern Accessible and Accountable Council				
To roll out the new telephony system and explore the benefits available from this in new ways of working and the improved reporting functionality	via CE Update	Modern Accessible and Accountable Council				
To achieve a financial breakeven at the end of the year.	Budget Report	Modern Accessible and Accountable Council				
To support BCP council to develop an effective housing strategy and agree actions that PHP should deliver over the next 3 to 5 years.	via CE Update	Modern Accessible and Accountable Council				
Review the management agreement with BCP council to ensure that this meets of the Housing white paper	via CE Update	Modern Accessible and Accountable Council				
The Board of Directors should meet at least six times during the year, plus have one AGM.	Board KPI Dashboard	Modern Accessible and Accountable Council				

The Board of Directors' skills and expertise are utilised in developing the BCP Housing Strategy.	via Board discussions	Modern Accessible and Accountable Council		
To deliver an effective risk management approach that is agreed with the Board and embedded across the organisation.	via A&R Committee	Modern Accessible and Accountable Council		

Appendix 1

Board of Directors' KPI Dashboard

	Responsibility	Indicator Detail		2021/22	? Targets				F	erformnce	e			
Area	Team	KPI *	Cumulative?	Target	Tolerate*	2020/21 Year En -	QTR 1	Trend	QTR 2	Trend	QTR 3	Trend	Year End	Trend
	Business Support	To have no GDPR breaches and no recommendations for improvement from the ICO.	Yes	0	-									
	Business Support	Percentage of Subject Access Requests completed on time	Yes	100.00%	-									1
Φ	Business Support	Ensure 95% of complaints are dealt with within timescale (5 working days for rapid response and 10 working days for formal stage 1)	Yes	95.00%	90.00%									
Compliance	Repairs	% properties with an in-date LGSR	No	100.00%	-									
mpli	Repairs	% properties with an in-date EICR	No	100.00%	-									<u> </u>
S	Repairs	% lifts with an in-date inspection report	No	100.00%	-									<u> </u>
	Repairs	% properties with an in-date FRA	No	100.00%	-									
	Repairs	% properties with an in-date WRA (Legionella)	No	100.00%	-									1
	Repairs	% properties with an in date ACM survey	No	100.00%	-									1
	Income	Proportion of rent collected (BVPI66a)	Yes	98.00%	94.50%									
စ္ပ	Income	Current tenant arrears as a % of the annual rent debit	Yes	4.00%	3.44%									<u> </u>
Maintenanc	Income/ Legal	Evictions due to rent arrears	Yes	10	17									
	Repairs	% tenant satisfaction with quality of repairs	No	95.00%	85.00%									
and	Repairs	% of response repairs completed on first visit	No	93.00%	85.67%									<u> </u>
nent	Repairs	% response repairs appointments made and kept	No	99.50%	95.14%									
anager	ASB	% of ASB cases resolved successfully without recourse to court action	No	94.00%	90.00%									<u> </u>
Man	ASB	% of ASB cases per 1,000 homes	No	2.00%	2.50%									<u> </u>
sing I	Voids	Rent loss due to voids	Yes	1.00%	1.03%									
Hou	Voids	Average relet time for standard works (GN) (Calendar Days)	Yes	15.00	23.84									
	Voids	Average relet time for standard works (SH) (Calendar Days)	Yes	20.00	23.84									-
Value	Business Support	To ensure the Board meets at least six times during the year, plus one AGM.	Yes	6 + 1	-									
ng Va	HR	Average number of days per person lost to short and medium term sickness (absence of 1 to 30 days). Rolling 12 month period.	Yes	4.50	12.02									
Adding	HR	Average number of days per person lost to long term sickness (absence of 31 days or over). Rolling 12 month period.	Yes	5.00	12.02									

Targert Actual Trend			Health & Safety Performance Reporting	nance reporting		
Legionella Management		Target	Actual		Target	Actual Trend
4 Service and areas with Fine Risk 100.00% Processing to properties with communal water for Risk 100.00% Precenting of properties with communal water for Risk 100.00% Precenting of properties with communal water for Risk 100.00% Precenting of the season of the Risk 100.00% Precenting of the season of the Risk 100.00% Precenting of the season of the Risk 100.00% Precenting of the properties where the Risk 100.00% Precenting of monthly on-site checks not remove the risk 100.00% Precenting of monthly on-site checks not remove the risk 100.00% Precenting of monthly on-site checks not remove the risk 100.00% Precenting of monthly on-site checks not remove the risk 100.00% Precenting of monthly on-site checks not remove the risk 100.00% Precenting of monthly on-site checks not remove with an up-to-risk 100.00% Precenting of propries where electrical Testing monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of monthly on-site checks are removed as an end of end of an en	ire Safetv		Legione	ella Management		
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Number of remedial actions outstanding for completed.	ercentage of FRA reviews overdue.	0.00%	Percentag review.	ge of risk assessments overdue for	0.00%	
0 Comments	lumber of communal areas where the FRA as not renewed prior to expiry since last eporting date.	0	Number o	of remedial actions outstanding for on.	0	
Comments	lumber of remedial actions overdue for ompletion:		Percenta complete	ge of monthly on-site checks not ed.	%00:0	
Periodic Electrical Testing Percentage of properties overdue satisfactory electrical inspection. Periodic Electrical Testing	Priority - High (1 - 6 months)	0	Commer	<u>nts</u>		
Periodic Electrical Testing Percentage of properties overdue satisfactory Percentage of properties overdue satisfactory Percentage of properties where electrical Inspection expired prior to rerewal since last Percentage of domestic lifts with an up-to-date Service. Number of dangerous or potentially dangerous Amber of dangerous or potentially dangerous Amber of domestic lifts with an up-to-date Service. Number of properties where a service was not completed prior to the due date since the last reporting date. Comments Asbestos Management Percentage of dwellings surveyed for sebestos. Percentage of dwellings surveyed for Sebestos. Percentage of dwellings surveyed for Sebestos. Percentage of dwellings surveyed for Sebestos. Percentage of develings surveyed for Sebestos. Percentage of develing surveyed for Sebestos. Percentage of develings surveyed for Sebestos. Percentage of develings surveyed for Sebestos. Number of LoCM overdue for re-inspections not completed Pulnior to due date since last reponding date. Number of remedial actions overdue for completed Pulnior to due date since last reponding date.	Priority - Medium (6 - 12 months)	0				
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	omments		Percentag asbestos	ge of dwellings surveyed for	100.00%	
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			Number c completic	of remedial actions overdue for on.	0	
Comments			Commer	<u>nts</u>		



Delivery Plan 2021/22



The actions are linked to the Council's new Corporate Strategy which sets out the following priorities:

- Sustainable Environment Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come.
- Dynamic Places Supporting an innovative, successful economy in a great place to live, learn, work and visit.
- Connected Communities Empowering our communities so everyone feels safe, engaged and included.
- **Brighter Futures** Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish.
- Fulfilled Lives Helping people lead active, healthy and independent lives adding years to life and life to years.

The Council's strategy also seeks to develop a modern, accessible and accountable council committed to providing effective community leadership.

The Delivery Plan will support the Council's priorities through increasing the supply of new homes; ensuring that we provide, safe, well managed and maintained properties; contribute to area regeneration; reduce evictions by helping tenants maintain their tenancies; ensure effective use of existing Council homes to meet housing need and that we have efficient processes in place to manage our homes.

Compliance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Agree and produce a monthly health and safety dashboard identifying performance against legislative standards and agree actions where performance is below target.	HRA compliance meeting	Modern Accessible and Accountable Council				
Deliver a programme of works to meet all FRA remedial actions within a reasonable period of time.	HRA compliance meeting	Modern Accessible and Accountable Council				
Ensure that plans are in place to meet any requirements from the new Building Safety legislation expected in early 2021.	HRA compliance meeting	Modern Accessible and Accountable Council				
Ensure the new resident engagement strategy for fire safety is embedded across service delivery areas.	HRA Management Group	Connected Communities				
On the 31st March 2021 all properties will have an electrical test certificate that is no older than 10 years	HRA compliance meeting	Modern Accessible and Accountable Council				
To ensure compliance with GDPR and Data Protection Acts	HRA Management Group	Modern Accessible and Accountable Council				
nsure that 90% of complaints are dealt with within timescales	HRA Management Group	Modern Accessible and Accountable Council				
Ensure ongoing compliance against the Housing Ombudsman code of conduct for complaints	HRA Management Group	Modern Accessible and Accountable Council				
Ensure that the corporate complaints policy is rolled out to all staff and that complaints are recorded on Northgate	HRA Management Group	Modern Accessible and Accountable Council				
Ensure that all areas of work are COVID secure, meet relevant government guidelines and that this is monitored regularly	HRA Management Group	Modern Accessible and Accountable Council				
Identify improvements to monitoring compliance and recording certification to deliver efficiencies	HRA compliance meeting	Modern Accessible and Accountable Council				
Review property compliance policies, procedures and accountability across housing	HRA compliance meeting	Modern Accessible and Accountable Council				

Refresh terms of reference for BCP Housing Fire Safety Group	HRA	Modern Accessible and Accountable		
	Management	Council		
	Group			

New Build and Major Projects

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Complete construction of 9 homes for rent on Northbourne Day	HRA	Dynamic Places				
Centre, Kinson	Management					
	Group					
Complete remainder of spend for Barrow Drive, Townsend	HRA	Dynamic Places				
	Management					
	Group					
Progress development on Templeman House, Leedham Road site, Kinson to provide 27 flats built to Passive Haus standards	HRA	Dynamic Places				
	Management					
	Group					
Progress development on Princess Road site, Westbourne to provide 120 new homes for rent	HRA	Dynamic Places				
	Management					
	Group					
Complete construction of 3 homes for rent on Ibbertson Way garage site, Townsend	HRA	Dynamic Places				
	Management					
N	Group					
Complete construction of 9 homes for rent at Luckham Road,	HRA	Dynamic Places				
Charminster	Management					
	Group					
Progress development on Cabbage Patch car park, St Stephens Road site, Bournemouth town centre to provide 11 flats for rent built	HRA	Dynamic Places				
	Management					
to Passiv Haus standards	Group					
Progress development on Moorside Road site, West Howe to provide 14 3-bedroom houses for rent	HRA	Dynamic Places				
	Management					
	Group					
Progress development on Duck Lane site, Bearcross to provide 12 flats for rent	HRA	Dynamic Places				
	Management					
	Group					
Progress development at Craven Court, Knyveton Road site to provide 24 flats for rent	HRA	Dynamic Places				
	Management					
	Group					
Progress development on Wilkinson Drive site, Townsend to provide 13 homes for rent	HRA	Dynamic Places				
	Management					
	Group					

Compete purchase of 5 properties for repair and rent	HRA Management Group	Dynamic Places		
Demolish defective flats at 1001 Wimborne Road and create 3 new build one bed flats	HRA Management Group	Dynamic Places		
Repairs to defective balconies across the housing stock	HRA Management Group	Dynamic Places		
Bring forward any proposals for refurbishment of sheltered schemes following outcomes of the older people's review	HRA Management Group	Dynamic Places		
To take forward the recommendations from the analysis of the older people housing stock data across Bournemouth and Poole, to inform any development or stock improvement plan.	HRA Management Group	Dynamic Places		

Dynamic Quality Homes

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
All stock to continue to meet the Decent Homes Standard.	HRA	Dynamic Places	Q11070	42 1010	401010	Q+1010
ω 6 ω	Management					
ω	Group					
Deliver a cyclical maintenance programme that meets all of the	H&S	Dynamic Places				
Council's statutory requirements	dashboard					
Ensure that all planned and reactive maintenance is delivered in a	Via Housing	Modern Accessible and Accountable				
COVID secure manner, reflecting latest guidelines, using PPE where	Leadership	Council				
appropriate and maintain social distancing	Team					
Bring forward a new 30-year asset management plan to include how	HRA	Dynamic Places				
we carry out retrofitting	Management					
	Group					
Set out key issues within the new 30-year asset management plan	HRA	Modern Accessible and Accountable				
that require further discussions and ensures that the 5-year plan is	Management	Council				
adequately funded, meets wider council objectives and supports	Group					
national delivery targets						
Explore work to deliver net zero carbon emissions across the current	HRA	Sustainable Environment				
stock by 2050, setting out timelines and options for consideration	Management					
	Group					
To ensure that 45% of the stock has been surveyed in the past 10	HRA	Dynamic Places				
years to support intelligence used within the 30-year business plan	Management					
	Group					

To replace 100 kitchens and 100 bathrooms across the housing stock	End of Quarter Performance Reporting meeting	Dynamic Places		
Ensure 100% of Right to Repair works orders are completed within target	End of Quarter Performance Reporting meeting	Modern Accessible and Accountable Council		
Ensure 95.5% of appointments for responsive repairs are kept	End of Quarter Performance Reporting meeting	Modern Accessible and Accountable Council		
Maintain an overall 95% satisfaction rate of the overall service	End of Quarter Performance Reporting meeting	Modern Accessible and Accountable Council		
Reviewing property compliance policies, procedures and accountability across housing	Monthly HRA compliance meeting	Modern Accessible and Accountable Council		
Provide an annual report to Cabinet regarding compliance of the dousing stock with reference to Consumer Standards.	HRA Management Group	Modern Accessible and Accountable Council		
Increase resources required to maintain our programme of safety inspections of blocks of flats including Senior Living accommodation and ensuring high standards of estate management.	HRA Management Group	Modern Accessible and Accountable Council		

Homelessness

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To continue to support the Housing First programme providing	Neighbourhood	Connected Communities				
accommodation for those requiring high levels of intensive support	Management					
	Group					
To work with colleagues across the Council and Poole Housing	Neighbourhood	Dynamic Places				
Partnership to agree a tenancy sustainment approach.	Management					
	Group					
To provide suitable accommodation to support the Council's wider	Neighbourhood	Dynamic Places				
approach to preventing homelessness	Management					
	Group					

To use HRA resources where appropriate to support the Councils	Via Housing	Dynamic Places		
homelessness strategy and housing strategy	Leadership			
	Team			

Housing Management and Maintenance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Deliver residents magazine in 2021/22	HRA Management	Connected Communities				
	Group					
Support community engagement projects that enable the Council to	HRA	Connected Communities				
meet its strategic objectives and empower residents to contribute to	Management					
their communities	Group					
To support the Council's Transformation Programme to deliver	Via Housing	Connected Communities				
organisational change and smarter structures ensuring that	Leadership					
customers are better understood and better served.	Team					
To review the estates inspections programme to ensure that it is	HRA	Modern Accessible and Accountable				
effective in maintaining areas as places people want to live in and	Management	Council				
that it informs investment	Group					
Deliver or support a range of preventative community work, e.g.	HRA	Connected Communities				
State clean up days that meet the needs of communities and wider	Management					
GCP objectives	Group	NA Lance Annual Control of the contr				
Deliver income collection levels of at least 98%	End of Quarter	Modern Accessible and Accountable				
	Performance	Council				
	Reporting meeting					
To have rent arrears of no more than 3.5%	End of Quarter	Modern Accessible and Accountable				
To have tell alreads of no more than 5.5%	Performance	Council				
	Reporting	Council				
	meeting					
Roll out and embed approaches to meet the new Breathing Space	Neighbourhood	Modern Accessible and Accountable				
legislation, supporting residents appropriately	Management	Council				
	Group					
To ensure that all resident panels to meet at least quarterly and that	HRA	Connected Communities				
residents are effectively informed and supported to challenge and	Management					
engage with the organisation.	Group					
To review the impact of social distancing on how resident	HRA	Connected Communities				
involvement can be delivered, drawing on good practice elsewhere	Management					
and co-designing delivery options that maximises involvement using	Group					
different channels						

To bring forward engagement events and approaches that can replace the annual delivery of a face to face resident conference	HRA Management Group	Connected Communities	
To embed service improvements via tenant scrutiny maintaining a pool of residents appropriately trained and supported and deliver at least two reviews completed per annum	HRA Management Group	Connected Communities	
Agree approach to ensure increased tenancy sustainment for Poole and Bournemouth neighbourhoods	Neighbourhood Management Group	Fulfilled Lives	
To minimise evictions and evict no more than 10 households in any one year	Neighbourhood Management Group	Fulfilled Lives	
To review current and recent ASB cases and understand common failure points, setting out development of revised working practices and key messages	Neighbourhood Management Group	Modern Accessible and Accountable Council	
To review ASB performance indicators	Neighbourhood Management Group	Modern Accessible and Accountable Council	
Deliver an effective voids management service, with minor void (standard void) turnaround within 25 days. ω	Neighbourhood Management Group	Modern Accessible and Accountable Council	
Ro assist in the roll out of the choice-based lettings scheme	Neighbourhood Management Group	Dynamic Places	
To agree a target for securing additional benefits for residents experiencing financial hardship	Neighbourhood Management Group	Modern Accessible and Accountable Council	
Develop one plan for alignment of strategies, policies and procedures as part of housing management model work, including HRA asset management strategy	Councillor Working group	Modern Accessible and Accountable Council	

Adding Value

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To ensure that resources are identified within the Bournemouth	HRA	Modern Accessible and Accountable				
Neighbourhood HRA that support the delivery of the new build	Management	Council				
programme and reflects BCP priorities with regards increasing	Group					
housing supply						

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To ensure that key policy areas within the HRA are delivered jointly	Performance	Modern Accessible and Accountable		
across Poole and Bournemouth, to include as a minimum	Management	Council		
depreciation, bad debt and service charges	Framework			
To ensure that pooling returns are prepared in accordance with	HRA	Modern Accessible and Accountable		
MHCLG requirements and that measures to limit any repayments	Management	Council		
that arise as a result in delays in projects are in place	Group			
Undertake benchmarking to challenge performance	HRA	Modern Accessible and Accountable		
	Management	Council		
	Group			
To support new ways of working through the Council's	Via Housing	Modern Accessible and Accountable		
Transformation programme.	Leadership	Council		
	Team			

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Appendix 9

Summary of national rent setting policy

- 1. The Council needs to ensure that it sets it rents in accordance with national policy and implement rent increases that enable it to manage and maintain its properties to a high standard as well as develop new homes.
- 2. The national policy does not apply to service charges although registered providers should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable. This can be difficult where the Council does not have control over costs, for example utility charges.
- 3. The national policy does not apply to rents for garages.
- 4. The national policy sets out how affordable rents can be set and that increases to these are also subject to CPI + 1 percentage point.
- 5. Since 2001 rents for the majority of social housing has been let at a "social rent". This is based on a formula for each property which uses the following:
 - The relative property value as at January 1999
 - The relative local earnings as at 1999 levels
 - Size of the property
- 6. Actual rents and formula rents were then increased in line with national policy.
- 7. Where a tenant was paying below the formula rent their rent could only be increased by the maximum amount allowed even if this meant they continued to pay below the formula rent. However, following a vacancy a property could be re-let at the formula rent.
- 7. The same formula based on 1999 values is used to calculate the social rent of any new properties and then uplifted in accordance with the national rent setting policy to todays levels.
- 8. Actual rents and formula rents will continue to be increased by CPI+1% until at least 1 April 2024.
- 9. The Council and Poole Housing Partnership will move to formula rent when re-letting a property following a vacancy.

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CABINET



Report subject	Playing Pitch Strategy 2020 - 2033
Meeting date	10 February 2021
Status	Public Report
Executive summary	This Bournemouth, Christchurch and Poole Council (BCP Council) Playing Pitch Strategy replaces the previous Playing Pitch Strategies for the former Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole areas and covers the period between 2020 and 2033 in alignment with the emerging new Local Plan. The strategy, which is compliant with Sport England guidance, focuses on current provision and future need for football, rugby union, cricket and hockey pitches (both grass and artificial surfaces).
Recommendations	It is RECOMMENDED that:
	The Playing Pitch Strategy (2020 – 2033) is formally adopted by BCP Council
Reason for recommendations	The Playing Pitch Strategy (PPS) plays a number of important roles in sport, leisure and planning terms and has a direct link into the health and wellbeing agenda both in relation to formal club based sport and social, casual and informal sport, aimed at getting people more active (with positive outcomes for health and well-being). The PPS provides an audit of the quality, quantity and accessibility of playing pitches, establishes current levels of demand and whether pitches are being over/under-used. Using population forecasts, the PPS projects forward demand likely to arise by the end of the strategy period so that the appropriate level of pitch provision can be planned and developed for the future. The PPS provides Planning Officers with an assessment tool and evidence to help protect, mitigate for loss and lever developer contributions towards planned facilities to meet the future needs of a growing population.

Portfolio Holder(s):	Councillor Mohan Iyengar - Portfolio Holder for Tourism, Leisure and Culture
Corporate Director	Kate Ryan - Corporate Director for Environment & Community
Report Authors	Michael Rowland – Strategic Lead for Greenspace and Conservation Paul Mitchell – Sports & Recreation Development Manager
Wards	All Wards
Classification	For Decision

Background

- 1. In late 2017, Stuart Todd Associates Ltd. were commissioned by Active Dorset, Bournemouth Borough Council and Borough of Poole to help refresh and update the Playing Pitch Strategy produced in 2013/14 as part of the Joint Borough Sports Strategy. They were also commissioned, in autumn 2018, to produce a PPS for Christchurch Borough Council. This strategy brings together the draft strategies for the former local authorities given the formation of the new Bournemouth, Christchurch and Poole Council (BCP Council) and is produced in accordance with Sport England recommended methodologies.
- 2. The Playing Pitch Strategy (PPS) provides an audit of the quality, quantity and accessibility of the current supply of playing pitches; establishes current levels of demand and projects forward demand likely to arise by the end of the strategy period so the appropriate level of provision can be planned for the future.
- 3. The PPS forms part of the Local Plan evidence base, informing planning policy and development management decisions. The PPS forms part of a package of strategies, evidence and actions which allows local people the opportunity to enjoy sports for recreation and competition and contributes towards improving the physical and mental health and well-being of all those who live and work in the area. It therefore is at the heart of BCP Council's Corporate Strategy to create 'Vibrant Communities with outstanding quality of life where everyone plays an active role'.
- 4. Development of the PPS has been shaped and overseen by a steering group formed of officers from Active Dorset (Active Partnership formerly the County Sports Partnership), BCP Council, sports National Governing Bodies (NGBs), and Sport England. Consultation has been undertaken with clubs and providers / owners of pitches as part of the process.

5. At the start of the process, the steering group overseeing the strategy's development agreed a vision for the strategy refresh. The vision is set out below:

The strategy centres on the provision of high-quality playing pitches which are as inviting as possible. It aims to meet the demand for participation in club based and informal / casual sports, provided in partnership and which:

- help to improve the health and wellbeing of the resident population;
- are attractive and welcoming to the community;
- increase accessibility, in particular, to the least active and under-represented residents:
- contribute to the overall economic and visitor 'offer' of the towns; and,
- are viable and financially sustainable into the future
- 6. Sport England expects local authorities to have an up to date PPS, which should be updated every 3 years. As a statutory consultee for Local Plan preparation and all planning applications made to Local Planning Authorities which may impact on sport and physical activity, Sport England has produced guidance to local authorities on the format and process to be followed when preparing sports strategies.
- 7. The development of the PPS, produced by Stuart Todd Associates in accordance with Sport England's methodologies, has followed the guidance published by Sport England and has been agreed by the national governing bodies (NGBs) for the sports considered by the strategy. This guidance follows a ten step approach to assessing the supply, demand, accessibility, availability, quality, quantity and issues with current provision and then projects the likely need and demand for each sport and pitch type in the future and the changes necessary to ensure provision is adequate to meet these future needs. For example, Stage B looks at accessibility and accessible facilities.
- 5. The data within the Playing Pitch Strategy 2020 2033 was collected in 2018.
- 6. Consultation has been undertaken with clubs, users and providers / owners of pitches as part of the process. Club responses were based on local demand and need.

Options Appraisal

- BCP has the option not to develop a PPS but the lack of clarity and guidance would be detrimental to the planning and development process as there would be no up to date evidence to support the BCP Local Plan which is likely to attract objection from Sport England as a statutory consultee. Evidence would also not be available to attract inward investment from developers, National Governing Bodies (NGB's) of Sport, Sport England, or other grant funding opportunities.
- 2. Developing a PPS in line with Sport England Guidance provides a locally specific and tailored approach with robust data to evidence local demand.

Summary of financial implications

1. The PPS can support funding bids and can be used by the sporting community across the BCP area. It is not BCP's responsibility to deliver on all of the proposals but they can work in partnership with a variety of organisations and funding organisations. The development of the strategy was commissioned by Active Dorset, in partnership with BCP Council but responsibility for any additional pitches or facilities proposed to fill identified shortfalls or future provision does not rest with BCP Council.

Summary of legal implications

- The National Planning Policy Framework provides that planning policies should be based upon robust and up to date assessments of the need for open space, sports and recreational facilities. Information gained from these assessments should be used to determine what recreational provision is needed which local plans should then seek to accommodate.
- 2. National Planning Policy Guidance provides that existing recreational land including playing fields should not be built on unless an assessment has been undertaken which clearly shows the buildings or land is surplus to requirements; there is an equivalent or better provisions proposed or the development is for sport and recreation purpose the benefits of which clearly outweigh the loss.
- 3. The Playing Pitch Strategy is one of the strategies which will assist the Council in meeting the requirements of the NPPF during the development of the new local plan, and ensure that there is a robust evidence base to support the development of local plan policies in respect of playing pitch provision. It will also inform individual development control decisions in and of itself and by informing the specific local plan policies,
- 4. Not to adopt a Playing Pitch Strategy would leave the Council at risk in respect of this aspect in the development of its local plan, and in regard to future decision making on planning applications which impact upon the provision of playing fields and related facilities.
- 5. In addition to the local plan policy development, the Council has general duties in respect of the promotion of health and wellbeing and this Strategy supports the Council's ability to satisfy this requirement.
- 6. The Playing Pitch Strategy can be formally adopted by the Council's Cabinet as it is not a Strategy which requires a full Council decision. As part of this process the Strategy will be subject to consideration by the Overview and Scrutiny Board as part of the Council's governance framework, to ensure robust decision making.
- 7. The consultation undertaken has been with relevant organisations and members of the public. This will ensure that the Strategy has been informed by relevant consultees and developed in partnership using a methodology supported by Sport England thereby complying with the Council's public law duty to consult prior to adoption of its strategies.

Summary of human resources implications

1. There are no human resources implications arising from adoption of the Playing Pitch Strategy.

Summary of sustainability impact

 BCP Council will work with sports National Governing Bodies and potential funders to ensure sustainable measures are included in any future projects resulting from the strategy, especially where BCP Council is the landowner.

Summary of public health implications

1. The provision of suitably designed outdoor recreational sports pitches (and associated facilities) provides our local communities with access to hockey, rugby, football and cricket, but also offers a gateway into lifelong participatory activity, known to be a key ingredient in maintaining good health and wellbeing. Outdoor exercise forms one strand of our green spaces offer and there is substantial evidence of the health benefits of using greenspaces, both as a volunteer and as a participant.

Summary of equality implications

- 1. An Equality Impact Assessment has been completed and is included in the Appendices.
- There will be a commitment by BCP Council to work with relevant organisations, especially Sport England and National Governing Bodies, to strive to achieve better awareness and understanding of wider user groups and to ensure our facilities and local organisations are welcoming and accessible to all, regardless of age, gender, ethnicity, religion or disability.
- 3. Adoption of this strategy would have positive implications for the progression of equality. Partners will be expected to contribute to the removal of barriers which reduce access to, and participation in, physical activity. As individual projects are developed, Equality Impact Assessments must be completed, referring to local need and guided by both demographics and targeted consultation. Up to date demographic information about the make-up of communities within BCP can be found here

Summary of risk assessment

 There are no direct risks associated with adoption of this strategy. As described in the Options Appraisal above, there is greater risk in not adopting the strategy as this could have a potential adverse effect on inward investment. As individual projects are developed, full risk assessments would be completed.

Background papers

Sport England Guidance on developing a Playing Pitch Strategy - Published Works

Appendices

Bournemouth, Christchurch and Poole Council Playing Pitch Strategy, 2020 – 2033

Decision Impact Record

Equality Impact Assessment

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Bournemouth, Christchurch and Poole Council

PLAYING PITCH STRATEGY

2020-2033

(Pre-Adoption)

Produced by: Stuart Todd Associates

| Planning | Policy | Strategy | Partnership



For:



November 2019

Version record (Bournemouth & Poole)

1st draft (Steering Group) January 2019

Consultation draft February 2019

Version record (Christchurch)

1st draft (Steering Group) May 2019

Consultation draft June 2019

Version record (Bournemouth, Christchurch and Poole Council)

Merged version for consultation following November 2019

formation of BCP Council

Final

Stuart Todd Associates

planning | policy | strategy | partnership

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Images on pages 5, 7 (pitch), 15, 53, and 66 are courtesy of Active Dorset / Bournemouth, Christchurch and Poole Council, and on pages 6, 7 (rugby), 31, 33, 47, 56, 67, and 69, are courtesy of Fotolia.

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Executive Summary

This Bournemouth, Christchurch and Poole Council (BCP Council) Playing Pitch Strategy (PPS) updates and supersedes the playing pitches element of sports strategies in the former Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole areas and covers the period between 2018 and 2033 in alignment with the emerging new Local Plan. The strategy, which is compliant with Sport England guidance, focuses on football, rugby union, cricket and hockey pitches (both grass and artificial surfaces). Its development has been shaped and overseen by a steering group formed of officers from the Active Dorset (the County Sports Partnership), Bournemouth, Christchurch and Poole Council, sports governing bodies, and Sport England, and consultation has been undertaken (with clubs and providers / owners of pitches for which the update has been undertaken) as part of the process.

The Strategy's Vision

"This strategy centres on the provision of high-quality playing pitches which are as inviting as possible. It aims to meet the demand for participation in club based and informal / casual sports, provided in partnership and which:

- ✓ help to improve the health and wellbeing of the resident population;
- ✓ are attractive and welcoming to the community;
- increase accessibility, in particular, to the least active and under-represented residents;
- ✓ contribute to the overall economic and visitor 'offer' of the towns; and,
- ✓ are viable and financially sustainable into the future."

The strategy was developed for the former local authorities, being commissioned prior to the transition to the new single authority, BCP Council.

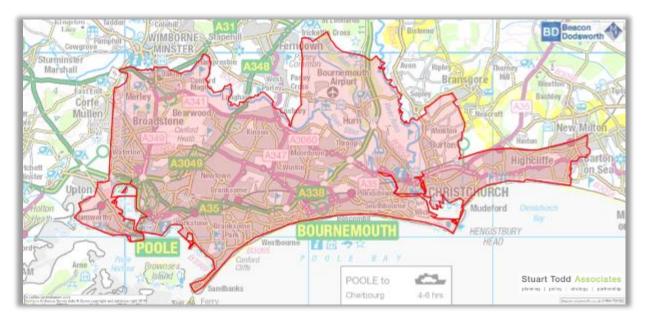
The PPS plays a number of important roles in sport, leisure and planning terms, and also has a direct link into the health and wellbeing agenda both in relation to formal club based sport but also social, casual and informal sport aimed at getting people more active (with positive outcomes for mental as well as physical health). At its basic level, the PPS provides an audit of the quality, quantity and accessibility of playing pitches, establishes the current levels of demand (and therefore whether pitches are being over or under used) and projects forward demand likely to arise by the end of the strategy period so that the appropriate level of pitch provision can be planned for the future. The strategy:

- Can be used as robust evidence to protect existing playing pitches and playing fields;
- Can help to improve the quality of offer and provision by identifying and quantifying issues relating to the quality of pitches and ancillary facilities;
- Can be used by clubs and teams and pitch providers to support applications for funding for the improvement of the quality, quantity and accessibility of provision;
- Helps to defend against inappropriate development or loss of pitches;
- Informs planning policy development;
- Provides a strategic view and options for the provision of pitches during the strategy period; and,

 Forms an important part of the "package" of strategies, evidence and actions which can contribute towards improving the physical and mental health and wellbeing of those who live and work in the Borough.

What the strategy cannot do is provide a precise blueprint for change to 2033. Instead, it sets out a "direction of travel" with a number of detailed actions, recommendations and options for pitches which will need to be planned for, delivered, monitored and their impact on demand managed during the strategy period. The strategy cannot do the work necessary (for example, logistical, feasibility and viability work) required to confirm actions with 100% certainty and make things happen "on the ground", which is the task of the many stakeholders (such as clubs, providers, owners and managers of pitches) and bodies (such as BCP Council, sports governing bodies and Sport England) which may be responsible for delivery of pitches and facilities following the strategy's adoption.

Figure EX1: The Study Area



While there are numerous recommendations for each sport and pitch type, the strategy's main headlines are set out below to provide a "snapshot" of the strategy's findings for pitch provision in the Borough.

Football

- Demand is projected to increase by 2033. Assuming that unused capacity on existing secure sites can be used, moving teams away from unsecure to secure community use sites and taking into account future demand from an increase in the number of teams, an additional 5 full size grass pitches would be needed to accommodate additional match play in Bournemouth, 3 in Christchurch and 4 in Poole (if 3G pitches do
 - not feature as part of the solution for future provision). Improvements to the quality and reliability of some pitches could help to reduce this number (by increasing carrying capacities). This demand for grass pitches would reduce by 2-3 grass pitches for every full size 3G floodlit pitch provided.
- Up to 5 additional full size floodlit 3G pitches with secure community use are needed across the Borough by 2033 if all clubs are to have an opportunity to train on a 3G surface. This is in addition to current 3G pitches "in the pipeline". 1 x 3G pitch in the Bournemouth area and 1 x 3G pitch in the Poole area should be provided



with a third only delivered in the Bournemouth / Poole area if demand is demonstrated "on the ground". 2 x 3G pitches are needed in Christchurch. 3G provision will provide additional supply / capacity for matches at weekends which will, in turn, reduce the capacity required for additional grass pitches if 3G provision is delivered. This requirement reduces if unsecure 3G and sand-based pitches can feature as part of the future supply with certainty (i.e. making unsecure sites secure and acceptance that training can take place on non-3G artificial pitches and not negatively impact on secure use hockey supply).

Hockey

- Demand is projected to increase by 2033. Taking into account additional future demand, a total of 12 senior and 2 junior teams could be in place at Poole Hockey Club by 2033, a total of 10 senior teams from Bournemouth University and a total of 25 senior and 25 junior teams from Bournemouth Hockey Club. To accommodate projected growth, Poole Hockey Club could need up to 10 additional hours over weekends for matches and 7 additional hours for training during weekday evenings (full size pitch hours).
- Dependency of Poole Hockey Club on the pitch at Ashdown Leisure Centre as the only secure community use pitch. There are challenges to increasing the club's use during their preferred times for training and have to compete with football use on the pitch (training and social play). Secure use at Ashdown Leisure Centre may provide sufficient capacity for the club in the short and medium term if priority time can be made for hockey over football.
- If projected growth comes to fruition, an additional hockey pitch will be needed to accommodate Poole Hockey Club's demand if unsecure community sites cannot be relied



- upon with any certainty for additional capacity. Secure use at Ashdown Leisure Centre may provide sufficient capacity for the club in the short and medium term if priority time can be made for hockey over football.
- There is currently a supply (carrying capacity) of 68 hours at the unsecure community use site at Chapel Gate in the peak period. However, this is only notional capacity for hockey, given the poor condition of the second pitch and the amount of use by football, particularly on the second pitch. There is demand for 26 hours of use in the peak period on the first pitch at Chapel Gate, 23 hours of which is for hockey. The second pitch sees 18 hours of demand, with little of this taken by hockey due to its poor condition and poor floodlighting. Spare unused capacity on the second pitch is unusable for hockey. Projected demand suggests an increase by 2033 equating to a need for almost 4 full size floodlit AGPs by that time to accommodate both training and matches for the club and University teams. With the 2 pitches at Chapel Gate (assuming the second pitch is resurfaced) plus access to the pitch at Talbot Heath School, means an additional pitch could be required by 2033.
- For the future long-term sustainability of hockey clubs (with regard to financial viability and maximising the availability of volunteer / coaches' time) a "one site model" is preferred by England Hockey, focusing club activity on one central site.

Cricket

- Taking into account existing unused capacity, a desire to move use away from unsecure to secure sites and
 the demand for additional new capacity, this translates into an equivalent need for additional capacity of
 around 71 good quality grass pitches (i.e. wickets / strips) in Bournemouth, 24 in Christchurch and 0 (zero)
 in Poole (having spare or "headroom" capacity of around 11 pitches), and 7 good quality artificial pitches
 in Bournemouth, 4 in Christchurch and 10 in Poole.
- If current unsecure pitches can be transferred to secure community use, and spare capacity can be used, these numbers reduce to 6 additional grass pitches in Bournemouth, 15 in Christchurch and 0 in Poole, and to 0 artificial pitches in Bournemouth, 2 in Christchurch and 2 in Poole.
- However, it must be stressed that this <u>does not equate to a need for pitch capacity to this total amount being provided at new grounds.</u> In reality, additional capacity to accommodate demand could be provided through a combination of: delivery of pitches or grounds "in the pipeline" improving the quality

of standard and poor quality pitches; securing community use on current unsecure sites; bringing "mothballed" pitches back into use where and when necessary; new additional pitches at existing grounds where capacity would be practically usable; additional artificial pitches to absorb projected demand on grass pitches; and / or, (if necessary) new additional grounds in sub-areas / locations where the demand is

likely to occur. Scenarios for possible solutions which could accommodate the increase in demand suggest that there could be no need for additional grass pitches or artificial pitches in Bournemouth and no need for additional grass pitches in Poole, although there could still be demand for up to 2 additional artificial pitches in Poole and in Christchurch, there would be no need for additional grass or artificial pitches to 2033.

 Potential imported demand from teams (Parley CC) which may be forced to return to Christchurch if their home ground is not available next season equates to 9 grass pitches and up to 3 artificial pitches.



Provision of new additional pitches will need to respond to demonstrable demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity. The combination of provision between grass and artificial pitches will also need to be provided to fit with real demand (for example, to match increased participation in the junior and women's game should it materialise as projected / targeted by the ECB / Dorset CB).

Rugby Union

- Demand is projected to increase by 2033. Taking into account overplay at existing sites, a desire to move away from or secure use of unsecure sites the need to accommodate a small amount of latent demand (in Christchurch) and the demand for additional new capacity, this translates into an equivalent need for additional capacity of 9.5 good quality full size pitches in Bournemouth, 3 good quality full size grass pitches in Christchurch and none in Poole. Additional pitch capacity could be provided through a combination of: improving the quality and / or maintenance regimes of existing pitches to improve quality from "poor" or "standard" to "good"; providing floodlighting to increase evening training capacity; securing community use on current unsecure sites; new additional pitches at existing club grounds where feasible; introduction of the new pipeline pitch at Slades Farm; consolidating rugby use and increasing pitch capacity on shared sports pitch sites and / or, a rugby focused 3G pitch.
- Oakmeadians RFC is a large club with potential to grow the number of teams in the future. However, it
 has limited capacity to do so on its current site (Meyrick Park) and pitches are overplayed. Pitch quality
 - improvements are key to ensuring the club can sustain current levels of (and increase) play at the site. A new pitch in the pipeline at Slades Farm will provide some additional capacity but not a sufficient amount to not require quality improvements to be made at Meyrick Park (i.e. Slades Farm is not a solution to overcoming capacity issues).
- Poole RFC has capacity to grow at their ground at Turlin Moor, capacity which should be protected for future demand which could appear in the long-term.
- East Dorset RFC's ground at Iford Playing Fields does not have security of use for the club. This is a key issue which needs resolving in order for the



club to access funding from RFU to improve capacity through provision of floodlighting. The site should be protected for rugby union use and discussions need to continue on whether the football pitch on the site

- can be utilised for rugby in the future if the club grows. There are other issues relating to the club's use of the facilities that need resolving between the Council and the club.
- Bournemouth RFC is a large club, and which has expressed an intention to move away from Chapel Gate.
 However, the capacity at the site should be protected as current tenants moving away could provide an
 opportunity for other clubs (for example, Dockers RFC and East Dorset RFC have indicated a willingness to
 consolidate on a single site and move away from their current grounds at Barrack Road and Iford
 respectively.
- While Chapel Gate is considered a strategically important facility across a wider area than just Christchurch (including Bournemouth and southern Dorset), it's location on the northern edge of the Borough means that it is not well-related (in terms of proximity) to much of Bournemouth's and Christchurch's main population along the coast.
- A rugby compliant 3G pitch could be explored to increase available capacity for rugby and also help deliver additional capacity for football training at Chapel Gate or Slades Farm (as a second 3G pitch alongside the football 3G in the pipeline) or another site.

Other Sports

- There is one American Football club operating in Bournemouth, Bournemouth Bobcats. They are a nomadic club, currently having no home ground as there base year after year. There have been discussions about shared use of East Dorset RFC's rugby ground in the past if a second rugby pitch could be secured at the site, but this option use has proven challenging to secure at the site. There could be opportunities to accommodate the club at the new pitch site at Slades Farm and this is an option which should be considered moving forward. Bournemouth University has an American Football team which plays predominantly at Chapel Gate.
- Lacrosse in the study area has had a history of having sufficient numbers to form a club with teams in some years and not in others. Participation numbers ebb and flow and can change from year to year with a good proportion of players being students from the University meaning that club formation is often reliant on a fluctuating pool of players. However, the University does have teams in its own right most years, usually playing at Chapel Gate. England Lacrosse has been trying to establish a club with a more stable number of players to maintain teams every year. Clubs have used both Chapel Gate and Talbot Heath School in the past and provision should be made as this strategy is delivered for certainty of capacity to be established at a site suitable for a club's demand within the Borough through ongoing discussion with England Lacrosse, the Club and pitch providers.

General

- The current supply of playing pitches should be protected from loss with any "mothballed" sites retained to accommodate future capacity for growth.
- The provision of any new grass or artificial pitch will need to demonstrate long-term cost viability prior to delivery and should made available for secure community use where possible.
- A "plan, deliver, monitor, manage" approach should be taken to the provision of new pitches and the
 management and any necessary "re-packaging" of existing supply. Provision of additional pitches /
 capacity should be made in response to demonstrable demand "on the ground".

1. Introduction

(What is a Playing Pitch Strategy and why has it been developed?)

- 1.1 In late 2017, we (Stuart Todd Associates Ltd.) were commissioned by Active Dorset, Bournemouth Borough Council and Borough of Poole to help refresh and update the playing pitch strategy produced in 2013/14 as part of the Joint Borough Sports Strategy. We were also commissioned, in autumn 2018, to produce a PPS for Christchurch Borough. This strategy brings together both draft strategies given the formation of the new Bournemouth, Christchurch and Poole Council (BCP Council). The strategy process has focused on updating local knowledge on pitch sites with some quality audits undertaken where the Steering Group has felt it necessary to gather new information as a result of known changes to pitch provision in recent years or to fill gaps in knowledge or arising from survey responses from clubs and providers. The strategy is compliant with the most up-to-date Sport England Playing Pitch Strategy (PPS) guidance (issued in October 2013¹). Development of the strategy necessitates a lengthy process to gather and analyse data across different sports' seasons, consult with key stakeholders and ensure agreement of the strategy's content by sports governing bodies and Sport England. Where possible, the approach to the strategy's development has sought to expedite this process, without compromising the need to meet the requirements of the guidance. strategy covers the period between 2018 and 2033 to provide updated evidence to inform the Local Plan process.
- 1.2 A PPS plays a number of important roles in sport, leisure and planning terms, and also has a direct link into the health and wellbeing agenda both in relation to formal club based sport but also social, casual and informal sport aimed at getting people more active (with positive outcomes for mental as well as physical health). At its basic level, the PPS provides an audit of the quality, quantity and accessibility of playing pitches, establishes the current levels of demand (and therefore whether pitches are being over or under used) and projects forward demand likely to arise by the end of the strategy period so that the appropriate level of pitch provision can be planned for the future.

1.3 The PPS:

- Can be used as robust evidence to protect existing playing pitches and playing fields;
- Can help to improve the quality of offer and provision by identifying and quantifying issues relating to the quality of pitches and ancillary facilities;
- Can be used by clubs and teams and pitch providers to support applications for funding for the improvement of the quality, quantity and accessibility of provision;
- Helps to defend against inappropriate development or loss of pitches;
- Informs planning policy development; and,
- Provides a strategic view and options for the provision of pitches during the strategy period;
- Forms an important part of the "package" of strategies, evidence and actions which can
 contribute towards improving the physical and mental health and wellbeing of those who live and
 work in the Borough.

It is for these reasons, and to ensure that the Borough has an up-to-date PPS guidance compliant strategy, that it was commissioned.

1.4 What the strategy does not and cannot do is provide a blueprint for change to 2033. The strategy can present options based on evidence and assessment of it (and indeed recommendations) but cannot do the work necessary (for example, logistical, feasibility and viability work) required to confirm actions with 100% certainty and make things happen "on the ground", which is the task of the many stakeholders (such as clubs, providers, owners and managers of pitches) and bodies (such as the Borough Council, sports governing bodies and Sport England) responsible for delivery of pitches and facilities following the strategy's adoption.

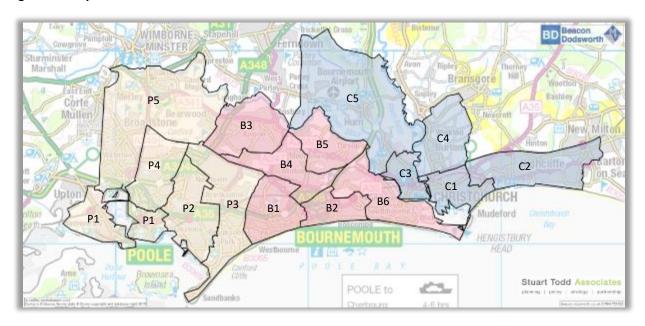
¹ See https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/

2. The Study Area

(What is the extent of the study area?)

- 2.1 The study area for the PPS is the whole of the BCP Council area, as shown on the map below (Figure 1). The locations of all pitches identified in the study are shown in Appendix 1 to this strategy and details of each pitch and site are set out in the Assessment Reports which accompany this strategy document.
- 2.2 Much of the data on pitches is listed and broken down into sub-areas within the former Boroughs. This has been done to help provide more localised assessment than that which can be provided at a Borough-wide scale. The sub areas used, as shown in Figure 1, are consistent with those used in the Joint Borough Sports Strategy in 2013/14 and comprise aggregations of electoral wards. Use of these sub areas for this PPS was confirmed by the Steering Group overseeing the work.
- 2.3 The assessment and strategy were prepared in the knowledge that local government review was underway across Dorset, which has resulted in the newly formed BCP Council.

Figure 1: Study Area and Sub-Areas



Sub-area references

Bournemouth:

- B1 Talbot & Branksome Woods, Central, Westbourne & West Cliff
 B2 Boscombe East, Boscombe West, East Cliff & Springbourne
 B3 Kinson North, Kinson South, Redhill & Northbourne
 B4 Wallisdown & Winton West, Winton East, Queen's Park
- B5 Throop & Muscliff, Strouden Park
- B6 West Southbourne, East Southbourne & Tuckton, Littledown & Iford

Christchurch - Composition of Sub Areas (Wards):

- C1 Grange, Mudeford & Friars Cliff, Purewell & Stanpit
 C2 Highcliffe, West Highcliffe, North Highcliffe & Walkford
- C3 Portfield, Jumpers, Town Centre
- C4 Burton & Winkton C5 St Catherine's & Hurn

Poole:

- P1 Hamworthy East, Hamworthy West, Poole Town
- P2 Parkstone, Penn Hill, Newtown
- P3 Canford Cliffs, Branksome East, Branksome West, Alderney
- P4 Oakdale, Canford Heath East, Canford Heath West P5 Creekmoor, Broadstone, Merley & Bearwood

3. Typology

(What sports and types of pitches does the strategy cover?)

- 3.1 The strategy does not consider all sports which use pitches. The typology for the playing pitch assessment is as follows:
 - Outdoor grass pitches used for football, rugby union and cricket;
 - Outdoor full-size artificial grass pitches (AGPs) used predominantly for hockey and / or football (which can be partitioned to make a number of smaller pitches for smaller sided games or training); and,
 - Outdoor smaller, dedicated or "formal" AGPs (where booking is required, i.e. not open multi-use games areas) used predominantly for small sided football (games e.g. 5, 6 or 7-a-side).
- 3.2 The strategy does not consider use of indoor sports halls, "kick-about" areas or, as indicated above multi-use games areas (MUGAs), although it is recognised that these play important roles in the provision of space for informal / casual play and many different sports.
- 3.3 While all pitches meeting the above criteria are identified for the purposes of establishing the quantity of pitches available, only those pitches with some "community use" during the "peak period"² are taken forward in the assessment of provision. This is because the PPS is concerned with understanding and planning for public or wider use (for example by one or more clubs or teams) and accessibility, than that provided for a single user. Pitches without community use will tend to be used only by one group of users and will typically include mainly school sites. These are important to school pupils and students and will often not be available for wider community use to protect the quality of provision, for reasons of security and child safeguarding, or for logistical reasons such as not being able to open a school site up at a weekend or evening. However, an understanding of pitches not currently available for community use or access are noted to be able to understand the role they could potentially play in supporting provision in the future.
- 3.4 "Community use" does extend to those sites which are provided on a commercial basis and those which require a membership fee for use (where those fees are not exorbitant and where membership is not unduly restrictive).
- 3.5 Analysis of the supply of and demand for community use pitches is also split into developing an understanding of those pitches which have some security of community use (for example a long-term lease, covenant and / or community use agreement) and those which have unsecure community use (for example, where such agreements are absent and reliance is on a verbal or other form of informal arrangement). This distinction is important, as those pitches which are used by the community or clubs on unsecure sites are at risk of being taken away from supply (for example if the provided decides that they no longer wish to host clubs or other community use), sometimes at short notice, placing additional pressure on those sites with secure community use. During the assessment, consideration has been given to the degree of risk that reliance on use of unsecure sites is placing on supply overall.

4. Methodology

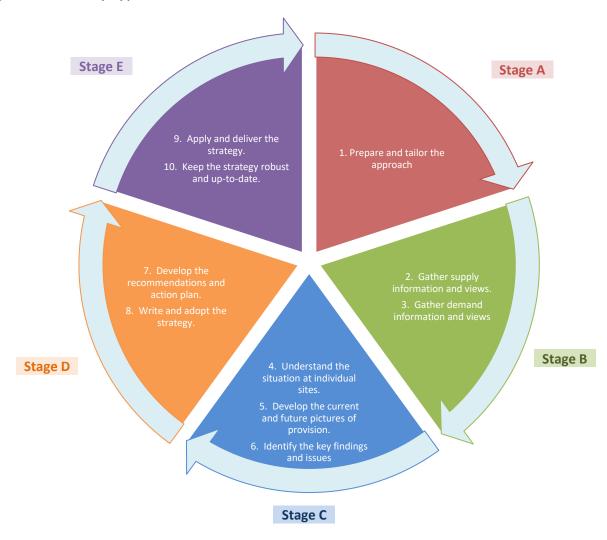
(How has the strategy been developed?)

4.1 It has been important that the development of the PPS has followed the guidance published by Sport England and which has been agreed by the national governing bodies (NGBs) for the sports considered by the strategy. Use of the guidance, and data verification and checks on the quality of the various outputs during the strategy's development by these bodies ensures that the final strategy is robust, fits with their priorities and their own strategies and benefits from those bodies' support as

² The peak period is Monday – Thursday 5pm – 9pm, Friday 5pm – 7pm and Saturday and Sundays 9am – 5pm.

- its options are explored and actions delivered. This check was particularly important as the budget for the work limited the amount of primary data that could be collected.
- 4.2 Sport England's PPS guidance sets out a ten-step process to be followed to ensure that the PPS is robust. Discussion has been held and agreement made between Active Dorset, local authorities, NGBs and Sport England to ensure that the refresh approach captures all of the relevant information and data required by the PPS methodology without having to completely revise the strategy's data (and go through the whole process for all pitches from the start). Data from steps 2 and 3 have been captured in a large MS Excel spreadsheet made available to the Steering Group and analysis of the data is presented in reports setting out summary tables of key data and issues (the "Assessment Reports"). Those reports sit alongside this strategy as the evidence for its overall "direction of travel" and specific actions for sports and pitches. It documents, step-by-step and in detail, the data and information which has been gathered and analysis of that done during steps 2 to 7 in the 10-step approach below.

Figure 3: the Ten-Step Approach



4.3 The logical steps that the report takes to address steps 2 to 7 are set out below. Put simply, for each of the sports (football, cricket, hockey and rugby union) and pitch types (grass and artificial) in the typology the report assesses current supply, demand, accessibility, availability, quality, quantity and issues with provision, to set out the position now; and then projects likely future need and demand forward to understand requirements for each sport and pitch type in the future and the changes necessary to ensure provision is adequate to meet these future needs.

UPPLY

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Figure 4: Key tasks documented in Assessment Report

- •Identify pitch locations, number and type
- •Identify whether pitch has a secure community use, unsecure community use, or no community use
- •Identify if any pitches are temporarily over-marked on a larger pitch
- •Identify if any pitches are shared with another sport
- •Identify pitches recently lost from supply / non longer used
- •Identify who owns and manages pitches
- •Identify who maintains pitches
- •Identify quality (good / standard / poor) of pitches and ancillary facilities (changing rooms / pavilions) from visual / non-technical pitch audits
- •Identify any issues associated with accessibility (physical, cost, ease of booking etc)
- •Identify carrying capacity of pitch (i.e. how many matches and how much training can the pitch cope with for its quality)
- •Identify any other supply issues from consultation responses
- Verify findings from process with NGBs, league reps (where appropriate) and the local authority
- •Identify how many clubs and teams there are for each age group
- •Identify where and when teams play matches and train
- •Identify how much demand (the amount of use) there is on each pitch in the supply (from match play and training)
- •Compare pitch carrying capacity with current use to understand whether a pitch is over-played, underplayed or played at the appropriate level for its quality
- •Augment the position presented by figures with information about use "on the ground"
- •Identify unmet, latent and displaced demand
- •Identifying any other demand issues from consultation responses
- Verify findings from this process with NGBs, league representatives (where appropriate) and the local authority
- •Identify future sites "in the pipeline" and other possible opportunities during the strategy period which could provide additional supply for future demand
- •Identify potential sites at risk of loss which may affect how demand is catered for
- •Identify aspirational demand identified by clubs or NGBs
- •Identify how many additional teams or team equivalents might be generated from growth in population (by age group and team type)
- •Project total "top-end" demand (from team generation rates, aspirational, unmet, displaced and latent demand) during the strategy period and estimate the pitch capacity required to accommodate matches and / or training from this demand
- •Discount existing realistic spare pitch capacity which could absorb some demand
- •Add current use on unsecure pitches to pitch demand required (on the basis that certainty of supply in the future is dependent on pitches having secure community use)
- $\bullet \textbf{Consider options:} \\$
- •how quality improvements to pitches can increase supply, reducing additional capacity required
- •how repurposing pitches for alternative sport / leisure uses could play a part in improving quality
- •how artificial pitches can contribute to absorbing demand for grass pitches (where relevant)
- 4.4 The supply and demand information and data used in the assessment was collected over several months during 2013/14 for Bournemouth and Poole with updated and refreshed data on some sites collected in the summer and autumn of 2017. For the Christchurch part of the strategy, data was collected and verified in 2018/19.

5. Consultation and Management

(Who has been involved in the strategy's development?)

Steering Group

- PPS guidance requires the development of the strategy to be steered and managed by a "steering group". This typically includes (at least) the commissioning local authority, Sport England and sports governing bodies (NGBs). The involvement of a steering group is particularly important given the importance of its members in the "grounding" and delivery of the strategy. The steering group plays a significant role by:
 - considering (through "check and challenge") information and data during the process;
 - verifying and helping to localise data;
 - providing a connection with local providers, clubs and teams;
 - helping to put locally gathered information into a strategic context; and,
 - commenting on and shaping the outputs of the study at each stage in the process and giving approval required by the PPS guidance prior to the process moving to the next stage.
- 5.2 NGBs have played a key role, in particular, and their role and commitment to the process is set out in the PPS guidance. The steering group has been chaired by an officer from Active Dorset.

Figure 5: Steering Group Members

Organisation	Named Representative(s) on Steering Group
Active Dorset	Martin Kimberley
Bournemouth Borough Council (and now BCP	Paul Mitchell
Council)	Michael Rowland
Borough of Poole (and now BCP Council)	Jan Hill
Christchurch Borough Council (and now BCP Council)	Alan Ottaway
	Maria Walton
	Laura Bright
Christchurch Borough Council (input provided	Paul Rutter
prior to the combined authority being formed)	Simon Trueick
Rugby Football Union	Jon Bendle
Football Association	Sacha Nicholas (Hampshire FA), Kathryn Purnell
	(Dorset FA)
Dorset Cricket Board	Keith Brewer
England Cricket Board	Neil Higginson
England Hockey	Jo Hawley, Gaynor Toms
Sport England	Bob Sharples
Stuart Todd Associates Ltd.	Stuart Todd, Director
	Colin Johnson (Associate Sports Consultant)
	(providing education sector expertise)

5.3 Communication with the steering group has not simply been through meetings at key stages of the process. The project lead (Martin Kimberley) has kept an ongoing dialogue with members of the steering group throughout the process, and the consultant responsible for producing this strategy has also maintained ongoing dialogue with the steering group members as the work has progressed.

Consultation

5.4 Consultation is an integral and important part of the PPS' development, as set out above. For the Bournemouth and Poole elements of the strategy, extensive consultation was undertaken for the playing pitches elements in the Joint Borough Sports Strategy in 2013/14. For these areas and for

Christchurch, for those pitches where updated data has been required for the strategy refresh, in addition to the role of the steering group members outlined above providing detailed information about specific sites and clubs where required, consultation has been undertaken, prior to the strategy being produced, in the following ways:

- online surveys early in the process sent to relevant clubs, pitch owners, pitch managers, pitch
 providers and schools (by the Active Dorset and sports governing bodies) to ascertain up-to-date
 baseline information about quality, accessibility, demand for pitches and ancillary facilities being
 reviewed and other important issues of concern;
- face-to-face on-site meetings with some of those managing and maintaining sites during the pitch audit process (undertaken by Active Dorset);
- face-to-face meetings with some clubs (undertaken by various members of the steering group);
 and,
- telephone and face-to-face interviews with schools, colleges and academies in the study area (undertaken by SASP in the Bournemouth and Poole areas) identified as priorities for engagement by the steering group.
- 5.5 This strategy is also now subject to wider consultation and views will help to inform and confirm the strategy's direction of travel, identify any issues missed and update supplement or information since the data was gathered. Any changes in data identified through consultation will only be updated further at this stage if it would be likely to require a fundamental change to the conclusions overall for that sport or pitch type. The use



of pitches and issues of concern can change from season to season and so some flexibility in the interpretation of results at the pitch specific level will be required, something which will need to be acknowledged as the strategy is delivered and as solutions are identified. This is one of the reasons why, as noted above, the strategy cannot provide a blueprint for change but instead focuses on key actions and options for change to improve the quality of provision and respond appropriately to changes in demand to 2033. In this context, the actions which arise from the process are considered to be "live".

6. Responsibilities

(Who has ownership of the strategy and who will deliver its actions?)

- While the development of the strategy was commissioned by Active Dorset, in partnership with the former Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole, (and therefore ownership of the strategy rests with Active Dorset and the newly created BCP Council), this does not suggest that any additional pitches or facilities proposed to fill identified shortfalls or future provision must be funded and / or delivered and / or maintained by the local authority, or indeed Active Dorset. The nature of sports facility and pitch provision has been changing over the last decade or so nationally with the role of local authorities now moving away from that of a provider, maintainer and operator of facilities to that of a facilitator and enabler. However, the strategy has an important role in informing the current and future reviews of the Council's Local Plan, Infrastructure Delivery Plan, Community Infrastructure Levy (CIL) and approach to CIL and s106 planning obligations. It will also play an important role informing the decision-making process as the Council considers planning applications (as the local planning authority) which relate to the protection, enhancement and provision of pitches and facilities.
- 6.2 New pitches and facilities are most likely to be provided in partnership by the local authority, sports organisations, national sports governing bodies, the education sector / establishments, clubs, businesses and operators, or more commonly by a combination of one or more of these. The local authority is likely to play a key enabling and co-ordination role in planning for and the delivery of new pitches and facilities across the Borough. The same applies to the improvement of existing pitches and facilities, where management and / or ownership of existing facilities is no longer (or never has been) the responsibility of the Council. The current landscape of pitch provision therefore requires the steering group members each to (continue to) play an important role in helping to deliver the strategy's recommendations and action framework.

7. Other Strategies & Plans and Funding Opportunities

(What key strategies & plans and funding opportunities are relevant to the PPS strategy?)

- 7.1 There are a number of important strategies and plans which are relevant to the PPS strategy, both on the sport and planning side which are briefly summarised below. It is important to note the context that they provide, both for the strategy to be produced and also for the recommendations and actions it presents. There are other strategies and plans with which this strategy has a connection. However, these cannot all be summarised here.
- 7.2 We acknowledge and recommend, however, that important links should continue to be made by appropriate bodies between this strategy for pitches and sport and those produced for issues such as health & wellbeing (including leisure and active lives), green infrastructure, transport, economic development and wider planning programmes (in addition to those strategies summarised below).

National Planning Policy Framework and National Planning Practice Guidance

- 7.3 The National Planning Policy Framework (NPPF)³ sets out the Government's planning policies which provide, alongside various legislation, the 'rules' of the planning system. It sets out a 'golden thread' for the planning system which should respond positively to help achieve the delivery of sustainable development. Paragraph 11 states that there is "a presumption in favour of sustainable development" and implies that there is a need for local authorities to react positively to other policies in the NPPF. In relation to playing pitches, there is particular importance to respond positively to section 8 of the NPPF "Promoting Healthy and Safe Communities" which states (in paragraph 92) that planning policies and decisions should "...plan positively for the provision and use of shared spaces, community facilities (such as...meeting places, sports venues, open space...) and other local services to enhance the sustainability of communities and residential environments" and "guard against the unnecessary loss of valued facilities and services".
- 7.4 Paragraphs 96 and 97 (see box) go further in relation to sport specifically and provide the basis of and justification for an up-to-date assessment of playing pitch provision and an associated strategy. They include important reference to the role of facilities and pitches to health and wellbeing and provide the policy 'hook' on which planning policies, backed up by an up-to-date assessment of need, can be developed.
- 7.5 The Government's Planning Practice Guidance (NPPG) helps the policies in the NPPF to be interpreted and appropriately applied through a series of questions and answers for various topics. The guidance refers to Sport England guidance in relation to assessing needs for sport and offers advice on how open space should be taken into account in planning (Paragraph: Reference ID: 37-001-20140306, Revision date 06-03-14 – see box).
- 7.6 Again, this ties in the importance of the consideration of pitches in a wider context including health, recreation and landscape.

- 96. Access to a network of high quality open spaces and opportunities for sport and physical activity is important for the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the need for open space, sport and recreation facilities (including quantitative or qualitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sport and recreational provision is needed, which plans should then seek to accommodate.
- Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless;
 - a) an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
 - b) the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
 - c) the development is for alternative sports and recreational provision, the benefits
 of which clearly outweigh the loss of the current or former use.

Paragraph: 001 Reference ID: 37-001-20140306

How should open space be taken into account in planning?

Open space should be taken into account in planning for new development and considering proposals that may affect existing open space (see National Planning Policy Framework paragraphs 73-74). Open space, which includes all open space of public value, can take many forms, from formal sports pitches to open areas within a development, linear corridors and country parks. It can provide health and recreation benefits to people living and working nearby; have an ecological value and contribute to green infrastructure (see National Planning Policy Framework paragraph 114), as well as being an important part of the landscape and setting of built development, and an important component in the achievement of sustainable development (see National Planning Policy Framework paragraphs 6-10).

It is for local planning authorities to assess the need for open space and opportunities for new provision in their areas. In carrying out this work, they should have regard to the duty to cooperate where open space serves a wider area. Guidance on Local Green Space designation, which may form part of the overall open space network within an area, can be found here.

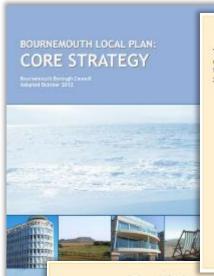
Revision date: 06 03 2014

 $\underline{\text{https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment data/file/810197/NPPF Feb 2019 revised.pd}$

³ See

Current Borough-wide Adopted Planning Policies

7.7 The most relevant planning policies relating to the protection and provision of playing fields and pitches are contained within the respective "development plans" for the Borough, namely, the Bournemouth Borough Council adopted Core Strategy 2012, Borough of Poole's Local Plan 2013-33 adopted in November 2018 and adopted Christchurch and East Dorset Core Strategy 2014⁴. The key (non-site-specific) policies relating to playing pitches for the former local authority areas, until superseded by a replacement Local Plan covering the new administrative area, are reproduced below.



Policy CS30 Promoting Green Infrastructure

The Council, through its own strategies and work programmes, and working with developers and other partners, will provide for a well connected and distributed multi-functional green infrastructure network, identifying the Borough as an urban greening zone and the coastal strip as a coastal enhancement zone, that:

- Retains and enhances Bournemouth's attractiveness as a tourist destination and as a location for economic investment;
- Assists in the mitigation of, and adaptation to, climate change;
- Assists with flood and surface water attenuation;
- Improves sustainable access through improved walking and cycling routes to key destinations, the coast and open spaces;
- Connects and enriches biodiversity and wildlife habitats;
- Promotes a healthy population through environmental enhancements, and increased access to open space, formal and informal recreation and sport opportunities:
- Enhances the townscape, landscape, historical and cultural identity of the Borough;
- Offers residents the opportunity to grow their own food through allotment and community garden provision;
- Enhances the coastal strip including the beach, chines, cliffs, cliff top and Christopyrch Harbour; and
- Links to and complements sub-regional green infrastructure provision.

Policy CS31 Recreation, Play and Sports

The Local Planning Authority will refuse planning permission for development that results in the loss of public and private open spaces, including sports grounds and play grounds, which contribute to the recreational, visual, ecological or environmental value of an area or contribute to a network of green infrastructure, except where it is demonstrated to be underused and surplus to requirements and the benefits arising from development outweigh the loss of the space.

The Council, through its own strategies and work programmes, and working with developers and other partners will seek to ensure that the quality, quantity, type and location of open space, sports grounds and play grounds meet demand for recreation and sporting activities.

New residential development will be required to assist in the delivery of open space and recreational facilities.

Poole Local Plan

Policy PP26

Sports, recreation and community facilities

(1) New facilities

The Council supports proposals for new sports, recreation and community facilities or the enhancement/expansion of existing facilities if they are located in areas that are easily accessible by the local community through public transport and/or safe and convenient waiking and cycling routes.

(2) Protecting existing sports and recreation facilities

Existing sports and recreation facilities, including school playing fields, will be protected from development unless:

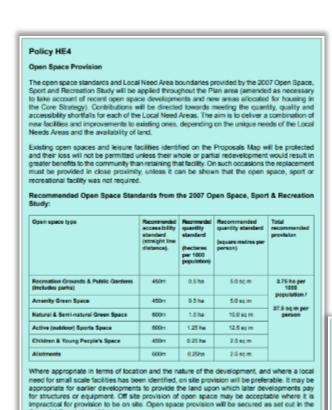
- (a) replacement provision of equivalent or greater quantity and quality is provided in a suitable location to meet the needs of the catchment population;
- (b) the development provides alternative community benefit to outweigh the loss of the facility; or
- (c) it can be demonstrated that the facility is surplus to requirements through a robust and up to date assessment of need with specific consideration given to the Council's Playing Pitch Assessment and/or Built Facilities Assessment

(3) Existing community facilities

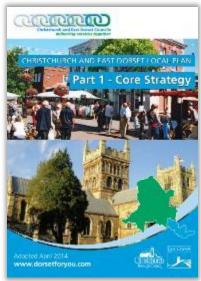
The Council will seek to retain sites currently or last used for community facilities. Development that would lead to the loss of such premises will only be permitted where the proposals provide sufficient community benefit to outweigh the loss of the existing facility or service and it can be demonstrated that:

- (a) the loss would not result in a substantial decline in the range of facilities and services for local people; or
- (b) the facility is no longer needed and it is not feasible to support its continued existence.

⁴ See https://www.dorsetforyou.gov.uk/planning-buildings-land/planning-policy/christchurch/local-development-framework/local-plan-part-1/pdfs/local-plan-part-1/christchurch-and-east-dorset-adopted-core-strategy.pdf



The policy will aim to deliver a combination of new facilities and improvements to existing ones, depending on the unique needs of the "Local Need Areas" and the availability of land. This policy should be read in conjunction with the current infrastructure Delivery Plan.



Location of new provision

When considering sites for new open space and leisure provision, priority will be given to sites which are easily accessible by a range of transport modes and which can be integrated into a network of green infrastructure. Sites for new open space provision will be identified through an implementation and delivery plan and considered for allocation through the forthcoming Site-Specific Allocations Development Plan Document.

Green Infrastructure

Where appropriate, elements of green infrastructure will be incorporated into the design of new open space provision such as 'permeability', with green foot and cycle paths running through the development, connecting with existing routes wherever possible.

- 7.8 Policies in adopted development plans have statutory (legal) weight in the planning system. It should be noted that policies within the plans should not be read or used in isolation from other policies in the plans which might be relevant to planning applications (i.e. development plans should be read as a whole).
- 7.9 This strategy and its recommendations can inform the review of these planning policies at the appropriate time and their interpretation and use while they remain adopted. The strategy can also inform the review of the Community Infrastructure Levy (CIL) alongside the use of section 106 planning obligations. The PPS methodology does not recommend the use of provision standards for pitches and standards are therefore not recommended for inclusion in the emerging new Local Plan. However, should planning officers need to understand a snapshot of provision required in relation to specific development proposals to understand the demand arising from specific developments and the level of financial contributions to seek from development, Sport England has produced a playing pitch calculator to understand requirements for pitch numbers and costs. The latest version of the calculator can be obtained from Sport England but must not be used in isolation from this strategy's recommendations.
- 7.10 BCP Council is developing a new Local Plan to replace the current adopted Plans for the former local authority areas. A first consultation on the Plan ran until 18th November 2019⁵. It is the intention that a new BCP-wide Local Plan will be in place (adopted) within the next 4 years.

Neighbourhood Plans

uncils' Regulation 123 List.

7.11 Neighbourhood plans are statutory development plans which can be prepared by parish and town councils and neighbourhood plan forums in unparished areas. They provide a layer of local detailed

⁵ See https://www.bcpcouncil.gov.uk/Council-and-Democratic/Consultation-And-Research/Consultations/BCP-Council-Local-Plan.aspx

planning policy within the context of national and Borough planning policies. In BCP, the following parishes are developing or have an adopted ("made") neighbourhood plan. The stage at which the plans have reached in October 2019 are stated in brackets.

Bournemouth

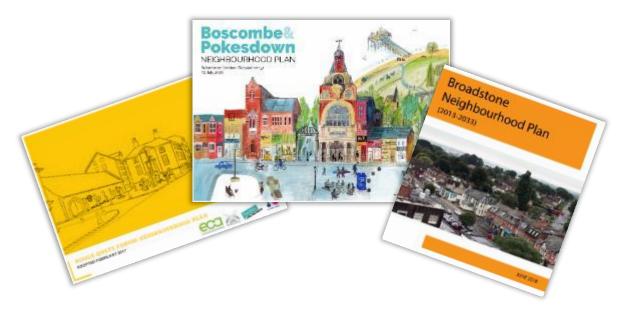
- 1. Boscombe and Pokesdown Neighbourhood Plan (Referendum held, awaiting adoption / being "made")⁶
- 2. Queen's Park Ward Area Neighbourhood Plan (designated Neighbourhood Area and Forum)⁷

Christchurch

- Burton Parish (Area designated in December 2018 and plan development in progress)⁸
- 4. Hurn Parish (Area designated in February 2019 and plan development in progress)⁹

Poole

- 5. Broadstone Neighbourhood Plan (Made)¹⁰
- 6. Poole Quays Neighbourhood Plan (Made)¹¹



7.12 These plans are important to take into account in terms of how the strategy deals with pitches in those areas relative to policies in the plans. There is also a connection between the priorities that a community identifies in terms of infrastructure provision (including pitches and facilities), the recommendations made for specific sites in this strategy and any Community Infrastructure Levy payments made to the local community which should be recognised by all of those organisations and providers with an interest and / or responsibility in maintaining and delivering high quality spaces, sports pitches and ancillary / associated facilities.

 $^{^6 \, \}textbf{See} \, \underline{\textbf{https://www.bournemouth.gov.uk/planningbuilding/PlanningPolicy/Other-Planning-Documents/boscombe-and-pokesdown-neighbourhood-plan.aspx}$

⁷ See https://www.bournemouth.gov.uk/planningbuilding/PlanningPolicy/Other-Planning-Documents/queens-park-ward-area-neighbourhood-plan.aspx

⁸ See https://burtonparishcouncil.gov.uk/neighbourhood-plan/

⁹ See https://www.christchurch.gov.uk/your-community/support-for-voluntary-and-community-organisations/localism/neighbourhood-area-designations-%E2%80%93-christchurch.aspx

¹⁰ See https://www.poole.gov.uk/planning-and-building-control/planning-policy-and-guidance/neighbourhood-planning/broadstone-neighbourhood-planning/broadstone-neighbourhood-planning/broadstone-neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-planning-policy-and-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neighbourhood-guidance/neig

¹¹ See https://www.poole.gov.uk/planning-and-building-control/planning-policy-and-guidance/neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-forum-neighbourhood-planning/poole-quays-

Sport England: "Towards an Active Nation" 2013-2033

- 7.13 In 2016, Sport England published their latest strategy, "Towards an Active Nation" which reflects a change from the principal focus of support in previous strategies being on support for competitive sport to the focus now being on people getting more active and growing participation, whether through competitive sport or informal / casual sport.
- 7.14 As the extract from the strategy (see box) shows, the key strands of the strategy are to tackle inactivity, investing more in children and young people, helping to reduce the costs of activity on

public spending, helping the sports sector to be more welcoming and inclusive, helping to keep sport up-to-date with regard digital to expectations, encouraging stronger collaboration, working with a wider range of partners and encouraging behaviour change.

7.15 The impact of this push towards increased informal participation in sport and for younger ages is likely manifest in slightly different ways for different sports in relation to pitch provision, but for grass pitches it may mean ensuring that there is a focus on good quality provision for younger age groups, ensuring

In December 2015 the Government, published Sporting Future: A New Strategy · Working nationally where it makes sense to do so (for example on infrastructure and workforce) but encouraging stronger local collaboration to deliver a more for an Active Nation, it sets a bold and ambitious direction for sport policy which has been widely welcomed. It looks beyond pined-up experience of sport and activity simple participation to how sport changes. for customers lives and becomes a force for social good. At its heart are five outcomes: physical . Working with a wider range of partners. including the private sector, using our expertise as well as our investment to help wellbeing, mental wellbeing, individual development, social and o others align their resources development and economic development. . Working with our sector to encourage Putting this policy into practice to innovation and share best practice achieve these outcomes will mean particularly through applying the principles and practical learning of significant change for Sport England and for our partners. behaviour change This strategy sets out how we will deliver this task. The key changes we The behaviour change model' below was included in our are making are consultation and was widely welcomed. It features five k stages of behaviour that will define the interventions we · Focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society make and the programmes we fund in future. are preatest PRE-CONTEMPLATION Investing more in children and young. people from the age of five to build positive altitudes to sport and activity as the foundations of an active life CONTEMPLATION THINKING ABOUT IT Helping those who are active now to carry on, but at lower cost to the public purse over time. Sport England vill work with those parts of the PREPARATION that serve the core market to help them identify ways in which they can more sustainable and self-aufficient Putting customers at the heart of GETTING STARTED ACTION what we do, responding to how they organise their lives and helping the sector to be more welcoming and inclusive especially of those groups currently STICKING WITH IT MAINTENANCE under-represented in sport Helping sport to keep page with the digital expectations of customers People can move back and forth through these

younger age groups are retained in sports as they move into adulthood by ensuring consistency of that good quality into adult sport and helping to ensure that there is sufficient capacity on artificial pitches to support casual formats of sports.

¹² See https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf

<u>Football Association "Strategic Plan" 2016-2020, "National Game Strategy for Participation and Development 2018-2021" and Local Football Facility Plans</u>

- 7.16 The FA's "Strategic Plan 2016-2020" is a high-level plan which sets out 7 priority aims for the FA. In relation to the amateur game, the focus on female football (to double the player base) and on participation (providing flexible, inclusive and accessible playing opportunities for everyone) are the most relevant to this PPS.
- The FA also has a "National Game Strategy for 7.17 Participation and Development 2018-2021"14 which sets out, in brief, how the FA will channel million of investment to boost participation and the development of grassroots football in England (see extracts in boxes) with a focus on participation, player development, better training and playing facilities and improvements in the football workforce and improved technology to help run the game more efficiently. The FA is also working with Sport England, the Football Foundation, Premier League and local authorities through the "Parklife" programme¹⁵ to deliver £200 million of investment over 15 years to 2033 to provide 120 affordable and sustainable hub / cluster sites across England with artificial pitches and improved facilities at the grass roots level.











The FA is also developing "Local Football Facility Plans", short, well defined investment plan that captures current football facility assets and identifies investment priorities in local authority areas. Most priority projects identified for delivery will need to have been identified in Playing Pitch Strategies to feature in the plans.

7.18 The Football Association have engaged consultants to develop and produce, nation-wide, Local Football Facilities Plans (LFFPs). According to the FA, LFFPs are being produced for every local authority in England. They will set a 10-year vision to transform local football facilities, identify priority projects, act as an investment portfolio for projects that require funding and will be updated on a regular basis. They are particularly important as they will guide 90% of national football investment. It is the intent that the LFFPs will compliment and take forward actions identified in the Playing Pitch Strategy for each authority area. It is important to note that LFFPs are not a replacement or substitute for a PPS. The Poole LFFP has recently been completed, while in Bournemouth and Christchurch, the LFFP process has recently commenced.

¹³ See http://www.thefa.com/about-football-association/what-we-do/strategy

 $^{^{14}}$ The 2018-21 strategy is an extended 2015-19 strategy, with no changes to content. See $\frac{\text{http://www.thefa.com/-/media/files/pdf/the-fa-2015-16/fa national game strategy 2015-19.ashx?la=en}$

¹⁵ See https://www.sportengland.org/funding/parklife/

England Hockey "Facilities Strategy" 2017-2033

7.19 As is the case with a number of NGBs, EH's new facilities strategy¹⁶ reflects the new Sport England strategy, "Towards an Active Nation". The strategy is based on what it calls a "virtuous circle" which aims to use the success of hockey on the international stage to help create and maintain visibility of the sport and therefore increase participation, both through formal play at clubs and other formats and casual play through offers such as Quicksticks, In2Hockey, Flyerz and Back to Hockey and increasing the number of young players through

increasing

links



There will be 3 key objectives for the facilities strategy to help to retain existing players and attract new players into the game.

- Protect: To safeguard existing hockey provision.
- Improve: To improve the existing facilities stock both at grassroots and elite level.
- Develop: To strategically build new hockey facilities where there is an identified need and ability to deliver and maintain. This might include consolidating hockey provision in a local area where appropriate.

with schools. The strategy has 3 key objectives: to protect pitches, improve facilities and develop facilities. These translate into the strategy's focus: to retain current provision where appropriate to ensure that hockey is maintained across the country; with current facilities stock ageing, to see strategic investment into refurbishing pitches and ancillary facilities, and recognising that more support is required for clubs to obtain better agreements with facilities providers and to receive better education about owning and maintaining an asset; and, respond to identified demand for multi pitches in the right places to consolidate hockey and allow clubs to have all of their provision catered for at one site.

England and Wales Cricket Board "Inspiring Generations" 2020-2024

7.20 The ECB's current 5-year plan, "Inspiring Generations" was published in 2019. It sets out six clear priorities for how the challenges cricket faces can be tackled and states that it is a plan that can adapt and flex to the fast pace of change being seen in the sport, while respecting and protecting the valued traditions of the game and

west in club facilities

evelop the role of lational Counties Cricket ormerly Minor Counties)

setting out how the next generation of fans can be attracted to the game.

7.21 Amongst the many important actions set out for cricket across the game, specifically in

relation to pitch provision and use, the strategy includes actions such as: invest in club facilities; install non-traditional playing facilities in urban areas; double cricket participation in primary schools; deliver a compelling and coordinated recreational playing offer from age five upwards; grow the base (in girls' and women's

being seen in the sport,
aditions of the game and

INSPIRE THROUGH

EITE TEAMS





cricket) through participation and facilities investment; launch centres of excellence (for girls' and women's cricket) and a new elite domestic structure; deliver a girls' secondary school programme; double the number of volunteers in the game; and, increase participation in disability cricket. The

 $^{^{16}\,} See \, \underline{https://www.englandhockey.co.uk/page.asp?section=2075\§ionTitle=Facilities+Strategy}$

¹⁷ See http://www.ecb.co.uk/

strategy's aim is that by 2024, there will be a generation which will be inspired to say that "cricket is a game for me".

Rugby Football Union National Facilities Strategy

- 7.22 The RFU National Facilities Strategy¹⁸ is in the process of being revised to reflect the new Sport England strategy "Towards an Active Nation". However, the focus seems likely to follow the direction of travel set by the Sport England strategy. The main areas of focus for the 2013-2017 strategy are reproduced for context (see box). The strategy's ten priorities are:
 - 1. Clarity of focus; 2. Overhaul strategy setting and business planning; 3. Develop the quality of leadership; 4. Improve the quality of experience; Maximise the opportunity of RWC 2015; 6. Establish a robust approach to investing RFU money and resources in the sport; 7. Evolve style and effectiveness of communications; 8. Create a culture of collaboration and teamwork across the 9. Minimise organisation; bureaucracy and simplify 10. Develop governance; domestic and international relations.

There is a continuing need to invest in community club facilities, in order to:

- Create a platform for growth in club rugby participation and membership, especially
 with a view to exploiting the opportunities afforded by RWC 2015
- Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships

The priorities for investment which have met the needs of the game for the previous period remain valid:

- Increase the provision of integrated changing facilities that are child- friendly and can sustain concurrent male and female activity at the club
- Improve the quality and quantity of natural turf pitches (this includes support for enhanced pitch maintenance programmes)
- Improve the quality and quantity of floodlighting
- · Increase the provision of artificial grass pitches that deliver wider game development outcomes

It is also a high priority for the RFU to target investment in:

- Social, community and catering facilities, which can support diversification and the generation of additional revenues
- Facility upgrades, which result in an increase in energy-efficiency, in order to reduce the running costs of clubs
- Pitch fumiture, including quality rugby posts and pads

The Strategy's Relationship with Health and Wellbeing

7.23 The PPS has clear links to helping maintain and improve the physical and mental health and wellbeing of residents in the Borough through the use of pitches by both formal sports clubs and teams, informal and social use of facilities such as artificial grass pitches (AGPs) and also the use of grass pitch space where it is part of an area of open greenspace such as a park or recreation ground. The public health agenda and provision for sport is becoming more focused on provision for informal, casual and social play in addition to formal / competitive play, in order to help get people more active in their day to day lives. There is also a clear role for multi-purpose pavilion or clubhouse facilities in the promotion and use of pitch and facility space for sport and other wider health and recreation activities. It will be important, therefore, for the PPS to inform the Dorset and BCP Health and Wellbeing Boards' review of the Health and Wellbeing Strategy and as they create a new Physical Activity Strategy in 2020. There are also close links between the provision of good quality pitches and facility infrastructure with the work of Active Dorset whose mission is "To establish Dorset as a place where people choose to enjoy an active lifestyle through participation in sport and physical activity".

http://www.englandrugby.com/mm/Document/Governance/ClubSupport/01/30/36/31/nationalfacilitiesstrategyeversion Neutral.pdf

¹⁸ See

- 7.24 The data which underpins the Health and Wellbeing Strategy is set out in the Joint Strategic Needs Assessment (JSNA) which, amongst other data, cites the link between levels of deprivation (identified by the Indices of Multiple Deprivation¹⁹) across the Borough and impacts on health. Levels of deprivation will need to be considered alongside future programmes of improvement of existing pitches and facilities (where needed) in the Borough and how best to utilise greenspace for improvement in levels of activity, which may or may not involve playing pitches.
- 7.25 Many of the recommendations of the strategy link closely with some of the principles of "Active Design" supported by Sport England²⁰, and the appropriate provision of pitches and associated facilities (in terms of location and quality) can help contribute positively to achieving the delivery of active places "on the ground".



Funding Opportunities

7.26 The nature of funding for sports pitches and facilities is constantly changing and evolving. This strategy, therefore, given that it covers an extensive period of time, does not seek to define what current funding opportunities are in detail due to changes which will undoubtedly occur over time. However, the list below provides a brief (but not exhaustive) summary of funding opportunities across sports. Readers should not rely on this list being either comprehensive or up-to-date and those with an interest in funding pitch maintenance, improvement or additional new provision should discuss funding opportunities available to them at the time of interest with the local authority, Sport England, Sports Governing Bodies and other relevant organisations such as the Football Foundation, Rugby Football Foundation and National Hockey Foundation.²¹

Across-sports

- Community Infrastructure Levy (CIL)²²
- Section 106 planning obligations²³
- Sport England Small Grants Programme²⁴
- Big Lottery Fund²⁵
- Public Work Loans Board (PWLB)²⁶

¹⁹ The JSNA report which includes data on the IMD is available to view here

 $[\]underline{https://www.bournemouth.gov.uk/councildemocratic/AboutYourCouncil/AboutYourCouncilDocs/BPHWB/JSNA20102015final.pdf}$

 $^{^{20}\,\}text{See}\,\,\underline{\text{https://www.sportengland.org/facilities-planning/active-design/}}\,\text{for Active Design, October 2015}$

 $^{^{21}}$ At the time of writing this strategy, the following webpages provide gateway information to understanding more about funding opportunities: $\frac{\text{http://www.thefa.com/get-involved/player/facilities}}{\text{https://www.englandrugby.com/governance/club-support/financial-management/funding/}, <math display="block">\frac{\text{http://www.rugbyfootballfoundation.org.uk/}}{\text{http://www.englandhockey.co.uk/page.asp?section=2388§ionTitle=Sinking+Funds}}, \\\frac{\text{http://www.54408.mrsite.com/page11.htm}}{\text{https://www.ecb.co.uk/be-involved/club-support/club-funding}},$

²² a charge on new developments applied by the local authority to developments which meet certain criteria and is most often collected for housing schemes on a charge per square metre – see https://www.bournemouth.gov.uk/planningbuilding/PlanningPolicy/Other-Planning-Documents/community-infrastructure-levy.aspx and https://www.poole.gov.uk/planning-and-building-control/planning-policy-and-guidance/community-infrastructure-levy/ for more information

²³ Section 106 planning obligations deliver infrastructure and site specific requirements related to a development that cannot be delivered through CIL but are necessary in order for planning permission to be granted. Contact your local authority for further information on the application of section 106 to sports facilities and pitches outside of CIL.

²⁴ See http://www.lotterygoodcauses.org.uk/funding/small-grants

²⁵ See https://www.biglotteryfund.org.uk/

Football

- Pitch Improvement Programme²⁷
- Shared Access (floodlights)²⁸
- Premier League and FA Facilities Fund²⁹
- Premier League and FA Facilities Fund Small Grants Fund³⁰
- Football Stadia Improvement Fund³¹

Rugby Union

- Helping Hand Grant³²
- Groundmatch Grant Scheme³³

Hockey

National Hockey Foundation Grants³⁴

Cricket

- Small Grants Scheme³⁵
- Interest Free Loan Scheme³⁶
- Jewson Privilege Account Scheme³⁷
- 7.27 In addition to accessing capital funding opportunities, those providing additional pitches and facilities must take into account the long-term revenue implications of running, managing, maintaining and replacing facilities and pitches as they plan for the future. Many funders providing capital grants and loans will likely require a sustainable viability test and / or business plan to be in place (particularly where large sums of money are involved).

²⁶ See https://www.pwlb.gov.uk/responsibilities/local-authority-lending-pwlb/

²⁷ See http://www.thefa.com/get-involved/player/facilities/the-fa-pitch-improvement-programme

²⁸ See http://www.thefa.com/get-involved/player/clubs-leagues/shared-access

²⁹ See https://www.footballfoundation.org.uk/funding-schemes/premier-league-the-fa-facilities-fund/

³⁰ See https://www.footballfoundation.org.uk/funding-schemes/premier-league-the-fa-facilities-fund-small-grants-scheme/

³¹ See https://www.fsif.co.uk/about-fsif/

 $^{{}^{32}\,\}text{See}\,\, \underline{\text{http://www.rugbyfootballfoundation.org/index.php?option=com}\,\,\, \text{content\&view=article\&id=17\&catid=17\<emid=119}}$

³³ See http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=19&catid=16<emid=121

³⁴ See http://www.54408.mrsite.com/index.htm

 $^{{}^{35}\,\}text{See}\, \frac{\text{https://www.ecb.co.uk/be-involved/club-support/club-funding/england-wales-cricket-trust-small-grant}}{\text{https://www.ecb.co.uk/be-involved/club-support/club-funding/england-wales-cricket-trust-small-grant}}$

 $^{{}^{36}\,\}text{See}\,\,\underline{\text{https://www.ecb.co.uk/be-involved/club-support/club-funding/england-wales-cricket-trust-interest-free-loan}}$

³⁷ See https://www.ecb.co.uk/be-involved/club-support/club-funding/jewson-privilege-account-scheme

8. The Vision for Playing Pitches in Bournemouth, Christchurch and Poole

(What should the strategy seek to achieve?)

8.1 At the start of the PPS process, the Steering Group overseeing the strategy's development agreed a Vision for the strategy. The Vision, set out below, sets the tone for the treatment of playing pitches in the Borough during the strategy period to the year 2033 and in doing so will inform the review of the current Borough-wide Core Strategy / Local Plan documents.

Vision

"This strategy centres on the provision of high-quality playing pitches which are as inviting as possible. It aims to meet the demand for participation in club based and informal / casual sports, provided in partnership and which:

- ✓ help to improve the health and wellbeing of the resident population;
- ✓ are attractive and welcoming to the community;
- increase accessibility, in particular, to the least active and underrepresented residents;
- ✓ contribute to the overall economic and visitor 'offer' of the towns; and,
- ✓ are viable and financially sustainable into the future."

9. The Objectives of the Playing Pitch Strategy

(How will the strategy meet the aspirations set out in the Vision?)

9.1 Accompanying the strategy's Vision, a set of objectives has also been developed which set out what the strategy is seeking to achieve. The objectives reflect the role of the strategy in contributing towards sport, activity, health and wellbeing; and, providing up-to-date evidence and strategy framework to help protect, enhance and provide pitches and demonstrate the demand and need for pitches, with the aim of provision in the right places and at the right time.

Objectives

- To provide a carefully quantified and documented assessment of current and future needs for playing pitches and pitch sports within the borough focusing on quantity and quality issues within the supply and demand equation
- To provide information to assist asset management planning of council owned playing fields and the associated buildings
- To provide information to assist in decisions associated with the provision of public playing pitches
- To provide information to underpin the protection, enhancement and quality improvement of the existing pitch stock and ancillary facilities
- To map out a process for improvements in community access to educational and non-local authority
 pitches to achieve an understanding on the nature of ownership of existing provision
- To consider the revenue implications of maintaining playing pitches and establish a benchmark on revenue and expenditure.
- To undertake an exercise to classify pitches and associated facilities as: pitches to be developed (new construction); pitches to be retained; pitches to be improved / renovated; or, pitches to be considered for alternative uses
- To develop specific action plans of sites. It will identify areas of search for new playing pitch provision associated with the sport and locality of the area of need.
- To review the current supply of AGPs for all sports and provide clear recommendations on where new pitches should be delivered in each sub area
- To review the quantity and quality of changing room and ancillary support facilities on pitch sites and make recommendations to ensure they are fit for purpose
- To establish and review ownership of playing pitch sites (e.g. potential for transfer of ownership and/or management to user groups/ community organisations)
- To review and identify lapsed/disused sites and assess what their future role should be (allocate for medium-long term future use; improve and bring back into use short term; dispose of for another use)
- The Steering Group will use a number of scenarios to test the adequacy of current secure pitch provision to meet existing and future demand
- Develop a process for regular updating and monitoring of the PPS

10. Assessment Findings and Recommendations

10.1 The Assessment Reports concluded with the findings for each sport and pitch type from the data and information gathered and analysed. These, together with the headlines and recommendations which result from analysis are set out below. The detail behind the following sections is set out in the Assessment Reports. The strategy recommendations for each sport and pitch type are responsive to the requirements set out in the PPS guidance, which suggest that recommendations are set out under the headings of "protect", "enhance" and "provide".

11. FOOTBALL

Summary

- 11.1 Football has traditionally been played on grass pitches and the majority of matches seem likely to continue to do so in the short to medium term of the strategy period at least. The presence of grass pitches which can be protected where their use is justified by demand also helps to protect open space. However, grass pitches carry an on-going maintenance cost and there are other pressures such as provision of posts and nets, lack of available storage, and ensuring their quality in public areas, for example, keeping them free of litter, 'dog mess' and vandalism. Particularly poor, wet weather in recent winters has also led to cancellation of many matches and as a result of this and improving technology, the Football Association (FA) supports competitive play for affiliated football leagues on compliant artificial surface 3G pitches which are on the FA 3G register³⁸, although these have their own pressures such as the capital investment needed to construct them, ongoing maintenance and the need for a sinking fund to set aside funding for future refurbishment, as well as the potential resistance to play certain types of game on them and the cost for their use for clubs/ players. There remains a significant role for grass pitches in accommodating the large number of teams and age groups wanting to play and will likely remain the key supply for play for the foreseeable future. It is understood that Sport England, the Football Association and Football Foundation and Rugby Football Union are currently exploring the use of hybrid grass / artificial pitches.
- 11.2 Clubs need suitable training facilities. For youth and adult teams, as most grass pitches do not have or would not be suitable for floodlights, teams need to use artificial surfaces to train. Teams will use 3G rubber crumb pitches, but also train on sand based AGPs sometimes due to the lack of supply of 3G pitches or cost / affordability. This does, however, introduce pressures on use of sand-based full size AGPs as it is the main surface used by hockey clubs for training and matches. Clubs also supplement their outdoor training with use of indoor sports halls during winter where available and cost effective.

Grass Pitches

11.3 In Bournemouth in the 2017/18 season there were a total of 173 teams of which 45 are adult teams, 80 are youth teams (U11-U18) and 48 are Mini-Soccer (U5-U10) teams. In Poole in the 2017/18 season there were a total of 186 teams of which 55 are adult teams, 68 are youth teams (U11-U18) and 63 are Mini-Soccer (U5-U10) teams.³⁹ In Christchurch in the 2018/19 season there were a total of

³⁸ See http://3g.thefa.me.uk/

³⁹ The number of teams will change from year to year. For example, in the 2018/19 season, there were (according to FA data) a significant number of additional teams across all age groups in Poole. It is acknowledged that there is going to be variance from year to year and any

88 teams of which 25 are adult teams (3 of which are ladies' teams), 40 are youth teams (U11-U18) and 23 are Mini-Soccer (U5-U10) teams.

11.4 There are 177 grass pitches in Bournemouth, Christchurch and Poole with the split between secure, unsecure and no community use as follows.

	Secure community use	Unsecure community use	No community use***
Bournemouth	40	12	10
Christchurch	21*	16**	0
Poole	42	28	8
Total	103	56	18

Notes: * Part of these figures include the pitches at Chapel Gate. Bournemouth University has bought the Chapel Gate facility and, it is understood, has offered a 5-year security of tenure to clubs currently using the site as their home ground. ** Many of these are located on sites which may have this unsecure use changed to secure community use in the short-term of the strategy period. Wingfields has been transferred to Highcliffe & Walkford Neighbourhood Council and Christchurch Town Council is possibly taking on Barrack Road Recreation Ground. While their retention as open space is secured, a written agreement for their use as sports pitches is not currently in place at the time of writing this report. However, it is understood that there is no desire from the new Town and Parish Councils to discontinue use for sport on these sites and it seems very likely that they will be secure in all but name. *** Most unavailable pitches with no community use and those with unsecure use are on school sites.

In Bournemouth and Poole, pitches were assessed for quality based on 2013 audit results and club and steering group knowledge of their quality. Pitches in Christchurch were assessed for quality based on local knowledge from members of the steering group and from surveys returned by clubs. These quality ratings were verified by the steering group members to ensure that the audit matched season-long quality in broad terms. Of the pitches with secure and unsecure use which are available for community use, 10 pitches in Bournemouth, 3 in Poole and 1 in Christchurch were rated as "poor", all others being "standard" or "good". The location of poor-quality pitches are as follows.

	Secure community use	Unsecure community use
Bournemouth	King's Park 5v5 pitch 2 Fernheath Playing Field pitches 1-4 Littledown Park pitch 7	Winton Arts and Media College pitches 1 and 2 Bishop of Winchester Academy pitches 1 and 2
Christchurch		Burton Rec
Poole	Branksome Rec pitch 3 Learoyd Playing Field pitch 5	Carter Community School

- 11.6 Using these quality ratings, a carrying capacity for each pitch has been assigned with (on an adult size pitch) a "poor" quality pitch usually capable of hosting 1 match per week, a "standard" pitch able to host 2 matches and a "good" pitch 3 matches per week.
- 11.7 The condition and overall quality of ancillary facilities is important not only in order to improve the quality of experience for all players and help to maintain and grow the number of players in the game, but it is of particular importance to support growth in the women's game. These grounds with poor quality changing facilities are as follows.

	Secure community use	Unsecure community use
Bournemouth	Muscliff Park	
bournemouth	King's Park 9v9	
	Waterman's Park	Barrack Road
Christchurch		Burton Rec
Christchurch		Winkton Fields
		Wingfield Rec
Poole	Rossmore LC	

- 11.8 Spatially, there is a relatively good distribution of grass pitches across sub-areas although there are noticeable gaps in secure pitch supply in sub-areas P1, northern P2, southern P3, B1 and B2, while all pitches in sub area C4 and most in C5 are unsecure community use. Of particular note in the northeast of the Borough is the significant amount of supply at Chapel Gate.
- There are 11 secure use pitches which have seen more than 5 cancellations in Bournemouth, 0 in Christchurch and 5 in Poole. These cancellations are most often due to bad weather causing flooding on the pitches and improved drainage could increase reliability. Sites such as Kinson Manor (pitch 1), Victoria Park, Bournemouth Electric (pitch 1), pitches at Strouden Playing Fields and King's Park in Bournemouth, and Branksome Recreation Ground (pitch 3), the pitches at Wallisdown Playing Fields and the youth pitches at Learoyd Playing Fields in Poole, all fall into this category.
- 11.10 The vast majority of community use grass pitches have no floodlighting and the greatest amount of use is over the weekends for matches, with few being used for weekday evening training due to a lack of floodlighting (training only becomes viable on most grass pitches at the very start and end of the football season when evenings are lighter). However, the provision of floodlighting, while increasing
 - the opportunity to use a grass pitch, can lead to the quality of the pitch being compromised and pitches with floodlighting, usually in place at higher tier football club grounds with teams playing a better standard than most teams, are commonly protected from over-use by clubs. The Football Foundation would be unlikely to support funding bids for floodlighting at grass pitches where teams are not at step 6 and above and so it is unlikely to be an option for most grass pitches to increase carrying capacities and use.
- 11.11 There is currently a supply (carrying capacity) on secure community use grass pitches in Bournemouth of 92 match equivalents per week on mini (5v5 and 7v7) pitches, 11 match equivalents on youth (9v9) pitches and 39 on youth and adult (11v11) pitches. In Christchurch, the figures are 10 match equivalents on youth (9v9) pitches, 37 on



youth and adult (11v11) pitches, 12 on 5v5s and 12 on 7v7s. In Poole the figures are 90 match equivalents per week on mini (5v5 and 7v7) pitches, 24 match equivalents on youth (9v9) pitches and 44 on youth and adult (11v11) pitches. On unsecure community use pitches in Bournemouth there is a supply of 0 match equivalents per week on mini (5v5 and 7v7) pitches, 5 match equivalents on youth (9v9) pitches and 15 on youth and adult (11v11) pitches. On unsecure community use pitches in Christchurch there is a supply of 24 match equivalents per week on mini (5v5 and 7v7) pitches, 6 match equivalents on youth (9v9) pitches and 13 on youth and adult (11v11) pitches. In Poole, the figures on carrying capacity on unsecure use pitches are 30 match equivalents per week on mini (5v5 and 7v7) pitches, 20 match equivalents on youth (9v9) pitches and 30 on youth and adult (11v11) pitches.

- 11.12 Comparing the carrying capacity of grass pitches with actual use on pitches with secure community access, only 8 are considered as being over-used for the amount of play that their quality rating suggests is appropriate in Bournemouth, with pitches at Fernheath and Bournemouth Electric showing the greatest overplay for their quality.
- 11.13 In Poole, the 6 secure use pitches are overused with the greatest overplay at Wallisdown (very significantly so) and Plainfields Farm (pitch 2). 10 unsecure pitches are overplayed in Bournemouth and 8 in Poole, although most of these are on school sites where community use is supplementary to education use. The majority of pitches therefore are either in balance (between their carrying capacity and demand) or have some spare capacity for additional use, at the current time.

- 11.14 In Christchurch, comparing the carrying capacity of grass pitches with actual use on pitches with secure community access, no pitches are considered as being over-used for the amount of play that their quality rating suggests is appropriate, while 5 have some capacity for additional play and 1 is being played at the appropriate capacity that its quality can accommodate. 2 unsecure pitches are overplayed in Christchurch, at Wingfields Recreation Ground's north pitch and Burton Recreation Ground. Only Wingfields' east pitch is being used in balance with the capacity it can accommodate for its quality while the remaining pitches all have some capacity to accommodate additional matches.
- 11.15 For each sub area, when supply / demand balance is totalled and figures for smaller pitches are converted to full size equivalents, the following picture of balance is revealed (where green shading represents capacity available to fulfil additional demand, orange shading represents balance between supply and demand and red represents overplay on pitches).

Supply / Demand Balance (comparing current supply with current demand)							
Area	Full Size Pitch equivalents						
Alca	Secure	Unsecured					
Bournemouth							
B1	-	-					
B2	-	-					
B3	2	-1					
B4	-4	-2					
B5	2	0					
B6	6	-1					
Sub-total	Sub-total 7 -4						
Poole	Poole						
P1	0	-5					
P2	3	-					
P3	-4	0					
P4	7	0					
P5	6	9					
Sub-total	11	4					
Christchurch							
C1	0.5	1					
C2	1.5	0.3					
C3	-	0.5					
C4	-	4					
C5	7.5	0					
Sub-total	9.5	5.5					
BCP TOTAL	27.5	5.5					

11.16 Current levels of use suggest there *may* be opportunities to rationalise or repurpose some current pitches to create either pitch space for other sports or return solely to leisure / recreation use where the capacity provided by the pitch is replaced at a better-quality site. However, projections of future demand suggest that spare or "headroom" capacity will be required to accommodate additional demand if additional 3G provision cannot play a part in accommodating additional demand (as explored later in the report).

- 11.17 There are also a number of pitches which are no longer used (i.e. "mothballed" or lapsed) but which could play a role in future supply, depending on the solution developed for accommodating demand in the strategy.
- 11.18 In summary, there are a number of reasons why any current notionally spare capacity should be retained, as "headroom capacity", at least until the end of the strategy period in 2033:
 - i) Not all spare capacity is likely to be available capacity on the days and at the times that might be required for it to be used;
 - ii) Not all spare capacity is capacity available wholly on single sites i.e. most spare capacity arises from pitches already in use and to lose the capacity on these pitches would mean that teams would have to be moved to alternative pitches or sites to play home matches which could be unacceptable in terms of proximity to the team's core supply of players, club roots, etc.;
 - iii) There may be unforeseeable issues in delivering 3G provision identified which could lead to a delay in the provision of the capacity as anticipated;
 - iv) To allow for flexibility of when demand changes season to season both within football and between sports and for any growth in demand beyond that contained within the projected demand; and,
 - v) Should all teams calculated in the projections of demand for 3Gs not migrate to a 3G surface to play matches (for example, due to cost, distance away from a 3G pitch, favouring their current home pitch as a preferred ground, etc.).
- 11.19 Projections indicate that there could be an additional 73 teams across all age groups by 2033 across Bournemouth, an additional 38 teams across Christchurch and an additional 85 across Poole. (This
 - figure does not include demand for small-sided 5, 6 and 7-a-side teams in informal, social or small-sided leagues, which are considered in the section below dealing with artificial grass pitches (AGPs)).
- 11.20 Translating future projected team numbers to demand for grass pitches for matches only (i.e. assuming that training would be held on an AGP) suggests that almost 5 full size adult pitches of additional capacity would be required in



Bournemouth, 3 in Christchurch and also almost 4 in Poole to accommodate additional demand. This is without any of this additional demand being accommodated on 3G full size pitches at weekends for matches, and assumes "good" quality pitches are provided, that matches taking place on unsecure community use pitches move to secure use pitches (or unsecure use can be changed to secure use) and current "headroom" capacity is utilised. If these assumptions do not come to fruition, a higher number of additional new grass pitches would be required.

Artificial Grass Pitches

- 11.21 3G (third generation) artificial grass pitches (AGPs) can provide a secure and high-quality surface on which to play football (and rugby (where they meet the World Cup 22 standard⁴⁰). Hockey is played on sand and water filled pitches with a 25mm pile.
- 11.22 For football, in recent years, the popularity of AGPs has increased with most informal play (5, 6 and 7-a-side in particular) and some training taking place on AGPs where cost is not prohibitive. There is a balance to be struck between affordability for users and ensuring sufficient funds are captured to properly run and maintain AGPs (in addition to a desire from commercial operators for any profit to be made). Some teams will train on sand based AGPs (often due to cost / affordability, proximity or availability). However, the preference for football use is for 3G pitches which meet the performance standard of FIFA Quality accreditation (which cannot be used for hockey but can be shared with rugby where the 3G is sufficiently sprung and meet the World Cup 22 standard). 3G pitches can host competitive football matches given advances in surface improvement and the obvious advantages in quality and reliability, and therefore playing capacity, over traditional grass pitches which require much more maintenance and where bad weather can result in high numbers of match cancellations (or postponements) leading to backlog and extra game pressure during a season and fixture congestion in the latter part of the season. However, compared to grass pitches, AGPs are higher cost in terms of maintenance and funds required (sink fund) for replacement in the long-term.
- There are 17 secure use 3G pitches in Bournemouth, all of which are either small or half size and 2 secure full size 3G and 1 secure full-size sand pitch in Poole (which is currently the home ground for the Poole Hockey Club). There are also 4 small unsecure 3G pitches, 1 two-thirds size unsecure 3G pitch and 2 full size unsecure sand / water-based pitches in Poole. There are 2 secure use 3G pitches in Christchurch, both at Two Riversmeet Leisure Centre, and both of which are half size pitches. There is also 1 unsecure community use sand based AGP at Mudeford Community Centre, again, half size. There are also 2 unsecure full-size sand based AGPs at Chapel Gate and 1 half size sand based AGP at The Grange Academy (which the school finds difficult to let due to the hire costs it has to levy). Two pitches in Poole meet the standards required to be on the FA Football Turf Pitch Register (http://3g.thefa.me.uk/), Canford Park Sports and the County Ground as do the pitches at Two Riversmeet. The quality of all AGPs with community use was rated either as "standard" or "good". The Chapel Gate facility has two sand based AGPs, the second of which is rated as "poor", where the surface needs replacing (as does the floodlighting).
- 11.24 While there were few club surveys returned, we have experience elsewhere of clubs sometimes saying that the cost of hiring an AGP can dissuade teams, particularly within the younger age groups, from booking AGP time. This can be a bigger issue in the winter months when charges for floodlighting can be in addition to the cost of hiring the pitch. However, while cost can be an understandable concern for some clubs, it should be noted that AGPs are expensive to build, run (for example high energy costs for floodlighting) and maintain properly⁴¹ and so a balance has to be struck between providing good quality surfaces and the need to charge appropriately.
- 11.25 Between them, the secure 3G pitches in Bournemouth host the equivalent of 130 full-size pitch hours of capacity / supply during peak hours⁴² although it is likely that supply is slightly more in entirety as many pitches are likely to be open outside of peak hours. In Poole there are 68 full size equivalent hours of supply on secure 3G pitches, 34 on the sand-based pitch, 66 hours on unsecure 3G pitches and 32 hours on unsecure sand / water-based pitches. Between them, the secure 3G pitches in Christchurch host the equivalent of 34 full-size pitch hours of capacity / supply during peak hours⁴³ although it is likely that supply is slightly more in entirety as many pitches are likely to be open outside of peak hours. The secure sand AGP at Mudeford Community Centre adds a further 17 hours full size equivalent. There is 9 hours of full size equivalent time / available capacity at The Grange

⁴⁰ World Cup 22 relates to the standard required of artificial turf for rugby. See http://www.irb.com/mm/document/lawsregs/regulations/04/21/57/42157 pdf.pdf for the full regulation.

⁴¹ A 3G pitch for example can cost on average around £700,000 to build and a further £25,000 per annum contributions towards a "sinking fund" for eventual replacement.

 $^{^{42}}$ Peak hours / peak period for AGPs is considered to be Mon-Thurs 5pm-9pm, Fri 5-7pm and Sat & Sun 9am-5pm

⁴³ Peak hours / peak period for AGPs is considered to be Mon-Thurs 5pm-9pm, Fri 5-7pm and Sat & Sun 9am-5pm

School AGP and there are 68 hours of full size equivalent capacity at the sand AGPs at Chapel Gate, although this capacity is not available solely for football use with the Bournemouth Hockey Club and University Hockey Club both using the pitches (focused predominantly at the first pitch on the site at the current time due to the quality issues on the second pitch for hockey play). There is strong demand for AGP time across the Borough with an estimated: 126 hours of demand on secure 3G pitches in Bournemouth; 22 hours per week taken-up for football use at the secure community use Two Riversmeet 3G pitches in Christchurch with the remainder being used for other activities (an area of demand growing according to leisure centre management) or spare capacity (the latter amounting to c.12 hours full size equivalent); and, 80 hours on secure 3G and sand-based pitches in Poole and 50 hours demand on unsecure 3G pitches and 32 on unsecure use sand-based pitches in Poole. The only secure use sand based AGP at Mudeford Community Centre sees 30 hours of use (15 full size pitch equivalent) for football with the remainder being for tennis with bookings quieter on Friday evenings. With regard to informal and small-sided league matches, we have identified current demand for 11 hours full size pitch equivalent use in Bournemouth, 8.5 hours in Christchurch and 12.5 in Poole, with all demand catered for on secure 3G pitches in Bournemouth, 6 hours of demand on unsecure sand-based pitches and 2.5 hours on secure 3G pitches in Christchurch and 9 hours of demand on unsecured 3G pitches and 3.5 on secure sand-based pitch in Poole.

- 11.26 With regard to unsecure sand based AGPs, The Grange Academy pitch only sees around 2 hours of regular use, which the school has suggested is due to the cost of the hire putting most clubs off from using it. The pitches at Chapel Gate see shared use between football and hockey. Since the condition of the second pitch has deteriorated, Bournemouth Hockey Club has been forced to move most play to the first AGP on the site. The poor quality of the second pitch surface and poor floodlighting has meant that hockey matches cannot be played on the pitch and safety concerns and poor lighting have meant that the pitch is not used regularly for training with hockey use amounting to less than 4 hours per week. However, informal / social football and training for clubs has continued on the pitch (amounting to around 13 hours of use). The first AGP at Chapel Gate sees predominant use for hockey with only a few hours per week for football and lacrosse. Overall, where there are AGPs supporting football, there is some capacity available in sub-areas P1, P4 and P5 in Poole, in sub-areas C1 and C5 and B4 in Bournemouth. However, there is no spare capacity in sub-areas P3, B3 and B6.
- 11.27 There is always going to be a degree of spare capacity on smaller than full size pitches at weekends with their size meaning that they cannot accommodate teams playing most age group formats. The same is true of sand and water-based pitches unless hockey matches can fill supply with competitive football matches on artificial pitches not sanctioned unless on a 3G surface. Full size and smaller size artificial pitches also see a dip in use on Friday evenings when teams do not often wish to train, and informal and social play is less popular.
- 11.28 In Bournemouth, a key issue is lack of full size secure 3G capacity to accommodate matches with all supply on smaller than full size pitches. While there appears to be around 11 hours of spare capacity on full size secure 3G pitches in Poole, only 3 of these hours are certain (at the County Ground) with the other 8 hours an estimate of spare capacity at Canford Park Sports. The other secure use spare capacity in Poole is at the Ashdown Leisure Centre pitch which is sand-based and therefore not available for matches at the weekend. In Christchurch, a key issue is lack of full size secure 3G capacity to accommodate 11v11 matches with all supply on half size pitches at Two Riversmeet.
- 11.29 Considering catchment areas based on a 20-minute drive-time for ease of access to secure 3G provision of any size, there are gaps across most of sub-area P3 and in parts of B1, P2 and P4. However, if smaller than full size 3G pitches are discounted, most of Bournemouth does not have easy access to a secure 3G pitch. All of the Christchurch area is within reach of a 20-minute drive to Two Riversmeet and the catchment extends into the east of Bournemouth and extended area to the north and east of Christchurch. Within a 20-minute catchment of the two key sites with artificial pitches (Two Riversmeet 3Gs and Chapel Gate's sand based AGPs) there are numerous other artificial pitches accessible across Bournemouth to the west and as far as Ringwood Health and Leisure Club and Potterne Park to the north and Shorefield Leisure Club to the east.
- 11.30 With regard to current known changes in supply, it is understood that the two small pitches at Bournemouth University (Poole) will be lost soon, although to maintain supply their capacity should logically be replaced in close proximity elsewhere. At the time of undertaking the assessment and initially drafting this strategy there were two additional 3G full size pitches in the pipeline, one at

- Slades Farm (Bournemouth) and one other, with sites at the Rossmore Leisure Centre or Ashdown Leisure Centre being considered. The pitch at Slades Farm has now been delivered.
- 11.31 In Christchurch, it is understood that there are two half-sized proposed 3G pitches with floodlighting in the pipeline as part of a major development which has been granted outline planning consent at Roeshot Hill in Christchurch. The conclusions from the assessment and strategy should inform the final 3G size of pitch to be delivered at the site (for example, there is a noticeable lack of full size 3G pitches in Christchurch and an identified need / demand as considered below) subject to site feasibility.
- 11.32 Two scenarios (with sub tests) have been run to try to identify levels of demand for full size 3G pitches. We have used two calculators to estimate demand, the FA calculator⁴⁴ and our own ("STA") calculator which can be adapted to specific time slots on specific days for all age group teams. The scenarios are as follows:
 - 1. All teams playing competitive football having access to a full size floodlit 3G AGP to train on once a week (for existing and projected teams to 2033). This scenario also provides capacity for teams to play some matches on a 3G at weekends. The scenario has been run for both existing teams playing in existing timeslots and for future projected teams using existing match timeslots. Adjusting timeslots could, in some cases, increase the number of matches which could be accommodated.
 - 2. All teams playing competitive football having access to a full size floodlit 3G AGP to play matches on (for existing and future projected teams to 2033).
- 11.33 The scenario results are summarised as follows. All figures are for full size pitch equivalent capacity and are rounded to the nearest half pitch.

Current and Projected Demand: Bournemouth						
	3G	3G Demand (full size pitch equivalent)				
Scenario	STA Ca	lculator	FA Calculator			
	2017	2033	2017	2033		
1. accommodating training	5	6	4.5	5.5		
2. accommodating matches	30	37	27.5	37		

Current and Projected Demand: Poole						
	3G Demand (full size pitch equivalent)					
Scenario	STA Ca	Iculator	FA Calculator			
	2017	2033	2017	2033		
1. accommodating training	4	5.5	4.5	6		
2. accommodating matches	29.5 42.5 29.5 40.5					

Current and Projected Demand: Christchurch						
	3G Demand (full size pitch equivalent)					
Scenario	STA Ca	lculator	FA Calculator			
	2018	2033	2018	2033		
1. accommodating training	2.5	3	2.5	3.5		
2. accommodating matches	13.5	18	15.5	22.5		

⁴⁴ the FA calculator does not distinguish between adult team play on Saturdays and Sundays (meaning that the pitch requirement can double-count for weekend slots) hence why our own calculator is also used to provide specificity if required.

- 11.34 Assuming that the number of pitches required to satisfy all match play would be unviable (scenario 2)⁴⁵, the range of pitches required by 2033 to accommodate all training demand is between 5.5 and 6 pitches in Bournemouth between 3 and 3.5 in Christchurch and between 5.5 and 6 pitches in Poole.
- 11.35 Examining this estimated required capacity, in **Bournemouth**:
 - i) All current and pipeline artificial is or will be on secure community use 3G surface (not sand).
 - ii) There is almost sufficient supply to meet training demand of 5.5 6 full size equivalent 3G pitches with currently 5 in total including the additional recently delivered 1 x 3G pitch at Slades Farm.
 - iii) The additional 1 x full size 3G pitch in the pipeline will provide additional match day capacity at weekends. Based on weekend match capacity of 1 x full size 3G being 2.2 grass pitches this will mean that an equivalent of 2.2 grass pitches of match capacity will be added into supply (grass pitches which could be subtracted from the grass pitch additional need to 2033 *if the 3G pitch is delivered*).
 - iv) Informal and social play (pay and play and small-sided game leagues) will need to be accommodated in addition to enabling opportunity for all teams to train so that in the event of all teams using the supply available, social and informal teams are not displaced. While these sides may also have flexibility to play indoors, it is suggested that an additional 0.5 pitch equivalent could be provided to allow for social and informal demand to 2033. This may or may not be needed, depending on how much of the capacity provided for teams to train is actually taken-up (some will not due to cost, proximity, availability at preferred times, etc.) and so the need for this additional supply should be monitored to determine real need "on the ground" before additional provision over and above the 1 additional pitch is provided.
- 11.36 Examining this estimated required capacity, in Christchurch:
 - i) There is currently 1 full size equivalent 3G pitch in Christchurch.
 - ii) There is 1 full size equivalent 3G in the pipeline at Roeshot Hill (current proposal is for 2 x half size 3G pitches, but could be more appropriately a single full size pitch to better serve demand and enable flexibility of use for matches at the weekend as well as training during the week, across all age groups and formats of the game subject to on-site feasibility).
 - iii) The existing and pipeline pitches would leave a demand for 2 x full size floodlit 3G pitches which is likely also to accommodate additional social and informal demand.
 - iv) Potential sites for these additional 3G pitches could include The Grange Academy (where the Academy has suggested interest in a new 3G pitch on its site) and Chapel Gate given its role as a strategic facility and likely demand at the site for a 3G pitch (in addition to the existing sand based pitches).
 - v) Following this strategy would free-up supply at the Chapel Gate sand-based pitches for hockey being the predominant use and allowing the Bournemouth Hockey Club (and University teams sufficient supply to grow).
 - vi) Based on weekend match capacity of 1 x full size 3G being 2.2 grass pitches this will mean that an equivalent of around 6 grass pitches of match capacity will be added into supply (grass pitches which could be subtracted from the grass pitch additional need to 2033 *if the 3G pitches are delivered*).
 - vii) Securing use of unsecure pitches and accepting that some training will continue on non-3G sand -based pitches is also important as it is unrealistic to expect all demand migrating to or being accommodated solely on 3G surfaces.
 - viii) At the mid-point in the strategy period, demand "on the ground" should be reviewed to understand if there is sufficient justification for investment in a 5th full size 3G in the latter part of the strategy period.
- 11.37 Examining this estimated required capacity, in Poole:
 - i) With regard to the supply / demand balance:

⁴⁵ Figures for the number of 3G pitches required to accommodate all matches are very high and result in unrealistic levels of provision in terms of site availability and cost. However, they do help to confirm the importance of grass pitch supply in the Borough as a key part of match-day supply.

- a) There is sufficient supply (7.8) to meet training demand of 5.5 6 full size equivalent 3G pitches, when the pitch in the pipeline, sand based, and secure and unsecure pitches taken into account.
- b) There is insufficient supply (4.8) to meet training demand of 5.5 6 full size equivalent 3G pitches if only 3G surfaces (secure and unsecure) and pitch in the pipeline taken into account.
- c) There is insufficient supply (3.0) to meet training demand of 5.5 6 full size equivalent 3G pitches if only secure 3G surfaces and pitch in the pipeline taken into account.
- d) There is insufficient supply (4.0) to meet training demand of 5.5 6 full size equivalent 3G pitches if only secure pitches (3G and sand) and the pitch in the pipeline taken into account.
- ii) 3.8 full size pitch equivalents are on unsecure sites, introducing significant risk to supply with 1.8 of these on 3G surface and 2 on sand / water-based pitches.
- iii) An important action will therefore be to secure community use on these unsecure sites, if possible.
- iv) Given the shortfall in provision of 3G surfaces, loss of any 3G surface should be replaced with equivalent capacity (or more if feasible).
- v) Match capacity is 3 x full size 3G pitches (or will be when pipeline pitch is delivered, although the pipeline pitch will be sited on a grass pitch and so net increase in match capacity will be slightly less).
- vi) Based only on current and pipeline 3G secure provision of 3 pitches, 2.5 3.0 additional 3G full size secure pitches would be required in secure use to meet demand.
- vii) The capacity needed on secure sites will probably also increase for football by the amount of time displaced by / needed for hockey at the Ashdown Leisure Centre sand-based pitch (see hockey section).
- viii) Securing use of unsecure pitches and accepting that some training will continue on non-3G sand / water-based pitches would reduce this and the strategy may have to take a pragmatic line in terms of how many additional full size 3G pitches can be provided in terms of both cost / affordability and available locations. Security of use in the long-term is probably a more important factor in supply than replacement of sand-based pitches with 3G. Therefore, an approach which mitigates supply to respond to 31. i) d) above (providing between 1 and 2 additional 3G full size pitches (with floodlighting), subject to demand being demonstrable "on the ground", is probably the most pragmatic / realistic to expect by 2033.
- ix) Any growth occurring from an increase in informal and social play (pay and play and small-sided game leagues), which could generate up to 0.5 pitch additional capacity, should be monitored to understand the implications of this demand (currently focused on use of unsecure 3G pitches and Ashdown sand-based pitch) on the additional provision of 3G pitches.
- x) Continued use of the pitch at Ashdown Leisure Centre for football training and social / small sided games could have implications for accommodating demand for hockey in the long-term (see hockey assessment) and the additional 3G pitch capacity should be able to replace lost capacity at the Leisure Centre pitch for football to additional hockey demand at the Leisure Centre pitch.
- xi) The pipeline pitch will provide additional match day capacity at weekends. Based on weekend match capacity of 1 x full size 3G being 2.2 grass pitches and with an adjustment made to allow for grass capacity lost to the pipeline 3G pitch (being considered for location at Rossmore and if so to be built over a grass pitch), this reduces to a capacity of 1.2 pitches of additional capacity of supply introduced.
- xii) For each other additional 3G pitch introduced, match capacity provided in grass pitch equivalents would be an equivalent of 2.2 grass added into supply per 3G pitch provided (grass pitches which could be subtracted from the grass pitch additional need to 2033 if the 3G pitches are built).
- 11.38 Therefore, when Bournemouth, Christchurch and Poole figures are summed (and if it is assumed that training should be migrated to 3G secure pitches), around 5 additional full size floodlit 3G pitches will be needed by 2033 if all teams are to have the opportunity to train, which should also provide sufficient capacity for small sided leagues where they choose to play on 3G, although there will still be role for sand-based pitches, particularly if those pitches can become secure use and their use does not threaten supply for hockey (particularly in Poole).

- 11.39 Applying this approach for 3G provision (i.e. at least 1 additional 3G pitch in Bournemouth and Poole and 2 in Christchurch, with a third only required in the Bournemouth / Poole area if demand is demonstrable "on the ground") to the demand for grass pitches by 2033, based on the current and pipeline supply to be available by that time and assuming that teams who do not currently play on the existing 3G supply at weekends do so:
 - in Bournemouth (taking into account the size and format of 3G pitches in the Borough which limits capacity for adult matches to take place), we estimate that no additional grass pitches will be needed. If the assumptions made in this scenario do not come to fruition, there could be a requirement for additional grass pitch capacity, which could be provided by currently "mothballed" pitches and so these should be protected for future potential use;
 - in Christchurch no additional grass pitches will be needed if grass pitches which have unsecure community use are secured and any poor pitches and / or facilities are improved to at least a "standard" quality; and,
 - in Poole, we estimate that an additional 1 full size equivalent "good" quality grass pitch will be needed. If new sites do not become available for additional grass pitches and if quality improvements cannot be made to existing secure use pitches to provide practically usable additional capacity at weekends, it would be appropriate to bring back into use mothballed pitches and so these should be protected for future potential use.

11.40 A	summary of require	ments and assumption	is is reproduce	d below from	the assessment tables.
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	Α	В	С	D	E	F	G	Н	1
	balance	Additional grass pitches ance of supply 2017 Pipeline grass pitches pitches pitches pitches 2017 2017 Additional grass pitches pitches 2017 Column D		Pipeline 3G pitches** Less : pipeline additiona pitches I grass		Residual grass pitches require- ment (column E	If additional 3G pitches provided ***: additional grass equivalent match	Residual additional grass pitches required at 2033	
	Secure	Unsecure		Secure	minus C) Secure	capacity '	minus F)	capacity provided at weekend	^^
B'mouth	+7	-4	2 ^	5	3	2	1	2	(-1) 0 #
Poole	+11	+4	0	4	4	1	3	2	1
C'church	+2	+13	0	3	3	2	1	4	(-3) 0 #
Total	20	13	2	12	10	5	5	8	1

Notes: All grass pitches are full size equivalent. Assumes no improvements to quality of existing supply of pitches. Improvements to quality of pitches, particularly those rated as "poor" could help to reduce the need for additional grass pitches by increasing carrying capacity (see tables below). Impact of returning displaced and / or exported demand from Chapel Gate not factored into figures. * Assumes "good" quality pitches, that unsecure pitches replaced with / moved to secure community use pitches and the "headroom" / spare capacity identified in 2017 (column A) is utilised. ** Slades Farm (Bournemouth), in the pipeline at the time of assessment but now delivered. Rossmore Leisure Centre (Poole) is currently being explored as a possible location for a new 3G pitch. Figures rounded down to nearest full pitch. Rossmore fewer pitches capacity net as 3G would be built on an existing grass pitch if it proceeds in this location. ^At Slades Farm. *** Delivered to accommodate training demand to meet 3G requirement by 2033 in Bournemouth (1 x 3G) and Christchurch (2 x 3G) and 1 X 3G delivered to increase security of supply in Poole. ^A If 3Gs delivered. Figures could increase if "headroom" / spare capacity identified in 2017 (column A) cannot practically be used during the strategy period at the times when pitches are available. # Netted to zero (no additional grass pitches required) from -1.

11.41 Levels of actual and short-term demand will need to be closely monitored to understand how real demand increases during the lifetime of the strategy, particularly after the initial 5 years of the strategy period. As projections of demand and need are based on assumptions around increasing growth and participation, which may or may not come to fruition, additional provision after the first few years of the strategy period should be responsive to demonstrable levels of demand. The movement of demand away from sand-based surfaces to any new full size 3G provision should also be monitored (with regard to potential impact on other sports such as hockey – with use by other sports often being important to maintain viability of full-sized sand based pitches in the long term).

- Importantly, the transition of demand to 3G pitches, both for training and for match play, must be well managed. The impact (or not) of transfer of pitches from being unsecure to secure community use should also be monitored to understand any resultant needs to provide additional grass pitches alongside 3G delivery.
- 11.42 The provision of the 3G pitches will also secure the residual supply on unsecure and secure sites to help enable comfortable play for teams and age groups at the appropriate time for league matches. However, the strategy cannot guarantee with any certainty that all unsecure sites can be made secure and so the delivery phase should plan, monitor manage the balance between supply and demand and ensure a good understanding of the migration of teams from using grass pitches to 3G for both training and matches.
- 11.43 If the assumptions made in this scenario do not come to fruition, there would be a requirement to maximise use of any headroom capacity on current grass pitches used, particularly those with secure community use, protect mothballed sites should demand require them to be brought back into use towards the latter end of the strategy period.

Key Issues Snapshot

- 11.44 The assessment data and discussion with members of the steering group suggest the following key issues are most prominent at the time of writing:
 - Demand and viability of pitches (grass and 3G) at Canford Park Sports (Arena), Poole, particularly once AFC Bournemouth lease expires on use of grass pitches.
 - Impact of AFC Bournemouth plans for stadium in King's Park and associated training facilities on former Canford Golf Course opposite Canford Park Sports (Arena), including on AFC Bournemouth dedicated training pitches in the park.
 - How best to respond to housing proposals at Turlin Moor, Poole, which could have an impact on football pitches at the site.
 - Known loss of Bournemouth University small 3G pitches (2) and the need to replace capacity.
 - While Chapel Gate is considered a strategically important facility across the Borough (including southern Dorset), it's location on the northern edge of the Borough means that it is not wellrelated (in terms of proximity) to much of Christchurch's and Bournemouth's population along the coast.
 - The Winkton Fields site sees a significant amount of demand and is an important site to junior and youth football. Retention of the site and improvement to the (lack of) facilities (or replacement if developed) is essential.
 - The quality of ancillary facilities at Wingfields, Barrack Road and Burton Recreation Ground are also in need of improvement.
 - There appear to be opportunities (potential sites) to accommodate the additional 3G pitches required to satisfy demand to 2033.

Demand Summary

- 11.45 The demand summary for the strategy and the "direction of travel" it should take for football provision is as follows. However, it is important to note that figures **should not be read or relied upon in isolation** outside of the context provided by the strategy recommendations.
 - a) Taking current demand into account and comparing to supply, there is an equivalent to around 7 full size grass pitches of potential capacity on secure community use sites in Bournemouth which is currently unused and 11 in Poole. In Christchurch, there is an equivalent to around 9.5 full size grass pitches of potential capacity on secure community use sites in Christchurch which is currently unused. Almost all of this unused capacity is on pitches which are used for matches already. Therefore, while this capacity is unused, most of it is not surplus which can be lost or removed from supply but is "capacity headroom" to accommodate future demand to 2033 and

- beyond. Spare capacity is not applicable to all sub-areas with P3 in Poole and B4 having overplay on secure pitches, for example.
- b) In Bournemouth, demand outstrips supply on unsecure sites with an equivalent of 4 full pitches of overplay. If overplay on unsecure sites was to be moved to spare secure site capacity, this would leave spare headroom capacity at 3 pitches. There is an equivalent of 5.5 full size pitches of unused capacity at unsecure sites in Christchurch, with most of these sites seeing use on them, meaning that they are not surplus to supply. There is an equivalent of 4 full size pitches of unused capacity at unsecure sites in Poole, with most of these sites having an alternative primary user such as a school, meaning that they are not surplus to supply. Despite this unused capacity at unsecure sites, it cannot be relied upon for club use given that it has no long-term security of tenure and it is desirable to accommodate teams currently using unsecure sites on secure sites.
- c) Demand is projected to increase by 2033. Assuming that unused capacity on existing secure sites can be used, moving teams away from unsecure to secure community use sites and taking into account future demand from an increase in the number of teams, an additional 5 full size grass pitches would be needed to accommodate additional match play in Bournemouth, 3 in Christchurch and 4 in Poole (if 3G pitches do not feature as part of the solution for future provision). Improvements to the quality and reliability of some pitches could help to reduce this number (by increasing carrying capacities). This demand for grass pitches would reduce by 2-3 grass pitches for every full size 3G floodlit pitch provided.
- d) Up to 5 additional full size floodlit 3G pitches with secure community use are needed across the Borough by 2033 if all clubs are to have an opportunity to train on a 3G surface. This is in addition to current 3G pitches "in the pipeline". 1 x 3G pitch in the Bournemouth area and 1 x 3G pitch in the Poole area should be provided with a third only delivered in the Bournemouth / Poole area if demand is demonstrated "on the ground". 2 x 3G pitches are needed in Christchurch. 3G provision will provide additional supply / capacity for matches at weekends which will, in turn, reduce the capacity required for additional grass pitches if 3G provision is delivered. This requirement reduces if unsecure 3G and sand-based pitches can feature as part of the future supply with certainty (i.e. making unsecure sites secure and acceptance that training can take place on non-3G artificial pitches and not negatively impact on secure use hockey supply).
- e) Provision of new additional pitches will need to respond to demonstrable demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity particularly in relation to the balance of supply to accommodate demand for match play between 3G and grass surfaces.

Recommendations

11.46 The above assessment conclusions suggest that the strategy should be as follows.

Grass Pitches

PROTECT

FR1) "Mothballed" pitches previously used for football and pitches rested or reserved on multi-pitch sites should be retained as green / open space to protect potential future short and long-term demand and capacity for football or other sports and informal sports and leisure activities should demand suggest a need. 46 Such sites include:

- Slades Farm pitches (B4)⁴⁷;
- Iford Playing Fields (pitch 3) (B6);
- Redhill Park (B3);

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⁴⁶ It should be noted that reinstatement of pitches could require investment to ensure that they are available to a "good" standard of quality. Re-opening pitches could also have implications for ancillary facilities and the suitability or age-group of teams using the pitches.

⁴⁷ Due to be brought back into use during 2019/20.

- Branksome Rec 9v9 (pitch 5) (P3);
- Haskell's Rec (P5);
- Bearwood Playing Fields (P5);
- Riverway Recreation Ground (potential for 1 x junior and 1 x adult grass pitch subject to available space) (C5);
- Additional pitch at Wingfields Recreation Ground (1 x junior pitch) (C2).
- FR2) The identified notional spare grass pitch capacity at pitches already used for matches should be retained during the strategy period to allow for "capacity headroom" and flexibility of provision to help accommodate growth to 2033.
- FR3) The supply / capacity provided by existing grass pitches within a 20-minute drive-time catchment of a new 3G pitch should not be considered for loss from formal use / supply until their capacity is replaced <u>and utilised</u> by operational secure community use 3G capacity and they are deemed surplus over and above the identified "capacity headroom". No team should be left without its usual home grass pitch just because a 3G has been provided and transition from grass to 3G use must be well-managed.

ENHANCE

- FR4) Enhance capacity on existing pitches by improving quality and improve maintenance to ensure that the better quality is sustained in the long-term. There should be a focus on improving the following pitches rated as "poor" or "standard", where feasible:
 - Fernheath 11v11 (pitch 1) (B4);
 - Fernheath 11v11 (pitch 2) (B4);
 - Fernheath 9v9 (pitch 3) (B4);
 - Fernheath 7v7 (pitch 4) (B4);
 - King's Park 5v5 (pitch 2) (B6);
 - Littledown Park 7v7 (pitch 7) (B6);
 - Whitecliff Recreation Ground (P2);
 - Branksome Rec 11v11 (pitch 3) (P3);
 - Learoyd Playing Field 11v11 (pitch 5) (P4);
 - Waterman's Park (C1);
 - Highcliffe Recreation Ground (C2);
 - Mudeford Wood Community Centre (C2).
- FR5) Enhance the quality of changing and other ancillary facilities where necessary and possible to help ensure the quality of the experience for the sport is enhanced (with a focus on those of "poor" quality) in the first instance:
 - Fernheath (B4);
 - Muscliff Park (B5);
 - King's Park (youth 9v9 pitches) (B6);
 - Branksome Rec 11v11 (P3);
 - Whitecliff Recreation Ground (P2);
 - Waterman's Park (F43) (C1);
 - Highcliffe Recreation Ground (F20) (C2);
 - Mudeford Wood Community Centre (F30) (C2).
 - Rossmore Leisure Centre (P3) (dependent on implications of a possible provision of new 3G pitch in this location if preferred to Ashdown Leisure Centre).

Such improvements are particularly important to help grow participation in the women's game.

- FR6) Support for enhancements to pitch quality and continuity of maintenance where a club has taken-on responsibility from a local authority can be sought through the FA's Pitch Improvement Programme (PIP) which provides a range of support services to grassroots clubs, club volunteers and groundsmen including on-site evaluations with practical advice and recommendations.
- FR7) Gain written reassurances from the Neighbourhood and Town Councils where they control transferred pitches that the security of use of the recreation grounds as public open green space extends to continued certainty of use as sports pitches:
 - Barrack Road Recreation Ground (C3); and,
 - Wingfields Recreation Ground (C2).

- FR8) Gain the secure use of pitch sites which currently have unsecure use through clubs and relevant authorities working with pitch providers / owners to seek a long-term secure use agreement to provide certainty of supply and reduce the need for additional new pitches (where desirable by the club and provider). The priority should be those of strategic importance and those where there is a significant amount of use by teams, including, but not limited to, Winkton Fields (C4).
- FR9) Enhance capacity on existing pitches at unsecure use sites by improving quality and improve maintenance to ensure that the better quality is sustained in the long-term. There should be a focus on improving the following pitches once secured for community use and where rated as "poor", where feasible such as Burton Recreation Ground (C4).
- FR10) Enhance the quality of changing and other ancillary facilities at unsecure use sites where necessary and possible to help ensure the quality of the experience for the sport is enhanced. There should be a focus on improving the following facilities once secured for community use and where rated as "poor", where feasible:
 - Barrack Road Recreation Ground (C3);
 - Burton Recreation Ground (C4);
 - Wingfields Recreation Ground (C2);
 - Winkton Fields (C4) (once secured for community use).

Such improvements are particularly important to help grow participation in the women's game.

PROVIDE

- FR11) Ensure that the supply of grass pitches can accommodate existing and future demand for matches in sync with the provision of additional 3G capacity. At no time should the total supply of grass pitches not be able to accommodate demand for play out-with 3G capacity and "on the ground" demand for match play by each age group within the structure of the game. The role of grass pitches is particularly important should the additional 3G capacity not be delivered.
- FR12) Enable opportunity in the Borough for club progression up the FA pyramid by ensuring that one or more pitches can meet FA requirements for progression.
- FR13) Where needed, increased capacity of grass pitches could come from a combination of:
 - a) Increasing reliability of pitches through improved quality, drainage and maintenance;
 - b) Considering better grouping of age groups (and therefore pitch types and sizes) on multi-pitch sites; and
 - c) Provision of additional pitches in appropriate locations as demand requires during the strategy period subject to the timing of delivery of 3G capacity to:
 - i. respond to growth in demand (as a result in club growth, growth in social / informal and non-club participation, increased population and spatial gaps in provision) where this cannot be catered for on existing pitches; and / or,
 - ii. replace and increase the capacity of existing pitches of poor or standard quality; or, which prove uneconomical to manage and maintain; or, are unattractive to club use due to quality and / or cost.

3G Pitches

PROTECT

- FR14) Protect the existing supply of secure 3G pitches identified in the assessment and their capacity. Any 3G pitch(es) lost to supply should be replaced by pitch(es) of equal or greater capacity and standard of quality, and in a location which serves a similar catchment to the pitches being replaced.
- FR15) Seek agreement between hockey (EH) and football (FA), and with providers and clubs, about which sport should have sole or priority use of sand based full size AGPs as new 3G pitches proposed are introduced.

ENHANCE

FR16) Gain the secure community use of unsecure 3G pitches, particularly where they are currently in use for football training and social / small-sided games.

- FR17) Where necessary, explore how best to make better use of existing supply to help ensure viability and capacity is retained in the long-term to help meet projected demand. This is particularly important as new additional 3G pitches are delivered.
- FR18) Enhance the quality of changing and other ancillary facilities where necessary and possible to help ensure the quality of the experience for the sport is enhanced.
- FR19) Gain the secure community use of unsecure sand-based pitches where they are currently in use for football training and social / small-sided games to maintain security of supply until additional 3G pitches are delivered to accommodate training and informal / small sided game demand.

PROVIDE

- FR20) Deliver the 3G pitches in the pipeline:
 - a) Rossmore Leisure Centre (Poole) (or alternative location in the Borough, such as Ashdown Leisure Centre, should Rossmore not emerge as the preferred location)
 - b) Slades Farm (Bournemouth) (in the pipeline at the time of assessment and initial drafting of the strategy and now delivered)
- FR21) Deliver the 3G pitch capacity proposed at Roeshot Hill (outline application 8/16/2932 approved March 2019). The preference on the site, as a result of the findings of the assessment would be for 1 x full size floodlit 3G pitch rather than 2 x half size 3G floodlit pitches given the flexibility of the space provided by a full size pitch to accommodate a wider variety of match formats including 9v9 and 11v11 matches if feasible on the site.
- FR22) Provide 4 additional floodlit full size 3G pitches across the Borough (1 in Bournemouth, 2 in Christchurch and 1 in Poole) during the strategy period to ensure that all teams have access to evening and reliable surface training and to provide match capacity at weekends to complement grass pitch capacity. Provision could be explored in the following locations or sub-areas:
 - a) Slades Farm, Bournemouth (explore opportunity for second 3G surface, with rugby compliance)
 - b) The Grange Academy (sub-area C1);
 - c) Chapel Gate (sub area C5); and,
 - d) Other sites which come forward in spatially appropriate locations and where secure community use for the peak period can be assured

An additional 3G pitch may be required in Poole (or at an appropriate location close to Poole but within Bournemouth) should demand for additional 3G capacity be demonstrated "on the ground" during the strategy period.

- FR23) 3G pitches should only be located in locations outside areas of flood risk unless the risk can be mitigated.
- FR24) Ensure that 3G provision is introduced in a phased and managed way to ensure that provision is made to reflect actual need and demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity.
- FR25) Ensure that delivery of additional 3G pitch capacity takes into account use of non 3G based pitches by teams for training and is introduced in-step with demand required by hockey teams for additional sand-based pitches.
- FR26) Ensure that delivery of 3G capacity does not compromise the continued use of existing grass pitches for matches unless provision is intended to replace capacity on one or more grass pitches with the replaced pitches being re-purposed for other sport or recreational use.
- FR27) Ensure that any proposed new 3G pitches have certainty of users (clubs / teams) committed to them and that commitments to the management and maintenance of the ground are in place prior to delivery.
- FR28) Ensure that all new 3G pitches and facilities have a secure community use agreement in place for the long-term (preferably in perpetuity) for community access for a 34-hour peak period⁴⁸ where feasible and that the appropriate body is identified to monitor and enforce such agreements. Providers should ensure that provision is made for different user groups during the peak period including clubs, pay and play, informal use and casual leagues.
- FR29) The provision of additional 3G pitches should be based on the above recommendations and also spatial gaps, opportunities for hub sites such as redevelopment of existing multi-pitch sites and / or

⁴⁸ The peak period is Mon-Thurs 5pm-9pm, Fri 5pm-7pm and Sat and Sun 9am-5pm.

- strategic development allocations demand and need in relation to existing provision and demand from sub areas.
- FR30) The costs of hiring 3G pitch time and space will need to be competitive to help ensure future viability but it is important that, to help enable transition from use of grass for matches to maximise use of capacity on 3Gs at weekends, match play charges reflect those paid for grass pitch use.
- FR31) The deliverability of new 3Gs in a timely manner on secure and managed sites hosted by providers which will adhere to the recommendations for 3Gs above and in line with the other recommendations in this strategy are critical to the successful delivery and community use of pitches in the long-term.
- FR32) Proposals for full size 3Gs which take supply beyond that needed within the Borough to 2033 and propose secure community use, unless there is demonstrable demand for additional capacity, may be appropriate if it can be demonstrated that they are viable in the long-term and will not place at risk the viability of agreed peak time use or capacity at existing secure community use 3Gs. In such cases, reduced peak time community use hours may be appropriate to help ensure that the viability of other sites is not put at risk.
- FR33) New full size 3G pitches should be capable of being sub-divided sufficiently and practically to cater for 7v7 and 5v5 matches.
- FR34) Demand for any additional 3G capacity required over and above a total of 4 full size equivalent pitches should be demonstrated "on the ground" during the strategy period prior to delivery where they introduce an element of secure *or* unsecure community use.

Advisory Standards

- 11.47 With regard to provision of new, additional and / or improved facilities and pitches, the following advisory guidelines are provided for grass pitches:
 - i) Quality: Pitches and facilities should conform to the most up-to-date NGB guidance. New pitches should be provided to good quality able to accommodate 3 match equivalent sessions per week with an appropriate maintenance regime to maintain this quality.
 - ii) Accessibility: Pitches and facilities should conform to the most up-to-date Building Regulations and NGB guidance; be easily and safely accessible by cycle, foot and public transport; have secure cycle storage / parking; and, have sufficient car parking spaces to accommodate demand for the use of the facility and any associated shared uses and comply with the most up-to-date Highways Authority, Local Planning Authority and Sport England requirements / guidance. Ancillary facilities should be secure. Clubs and teams should be able to access a grass pitch for home matches within a reasonable distance / travel time of where the core of a squad reside, subject to the balance of provision with 3G pitches provided in accordance with the distance / catchment standard set for 3G pitches. However, provision of new grass pitches should not be made in locations where the cost of ensuring quality, viability in the long-term or security of a facility is in doubt. Residents of new strategic development should have access to a mini or youth grass pitch within 600 metres (or 15 minute) walking distance subject to demonstrable demand "on the ground" (and within the context of adult pitch and 3G provision) as part of open space provision (which is subject to separate standards).
 - iii) Quantity: The Sport England Playing Pitch Calculator should be used by the local authority to generate baseline figures for grass pitch requirements relating to new development sites (usually at the pre-application stage of the planning process). Such figures must be used only as a starting point and not used in isolation without reference to area requirements for need and demand set out in the assessment report and strategy.
- 11.48 With regard to provision of new, additional and / or improved facilities and pitches, the following **guidelines** are provided for **3G pitches**:
 - i) Quality: Pitches and facilities should conform to the most up-to-date NGB guidance. Pitches should have a "sinking fund" for certainty of future refurbishment / replacement of the surface and an appropriate maintenance regime in place to maintain good quality.
 - ii) Accessibility: Pitches and facilities should conform to the most up-to-date Building Regulations and NGB guidance; be secure; be easily and safely accessible by cycle, foot and public transport; have secure cycle storage / parking; and, have sufficient car parking spaces to accommodate

demand for the use of the facility and any associated shared uses and comply with the most upto-date Highways Authority, Local Planning Authority and Sport England requirements / guidance. Pitches should be available for 34 peak period hours (Mon – Thurs 5pm-9pm, Fri 5pm-7pm and Sat – Sun 9am-5pm), be floodlit and have secure community use, with some hours made available for informal and pay and play use (subject to demand). Residents should be able to access at least 1 full size 3G pitch within a 20-minute drive (not a radius / as the crow flies) (approximately⁴⁹ 5 miles based on an average urban area driving speed of 15 mph). Where demand is addressed through the provision of small or half size pitches, residents should be able to access at least 1 within a 10-minute drive (not a radius / as the crow flies) (approximately⁵⁰ 2.5 miles based on an average urban area driving speed of 15 mph). These standards apply where demonstrable demand exists on the ground and where a facility is feasible and viable in the long-term.

iii) Quantity: see recommendations above. Alongside this assessment's recommendations and the strategy for pitches, the Sport England Playing Pitch Calculator should be used by the local authority to generate baseline figures for pitch requirements relating to new development sites (usually at the pre-application stage of the planning process). Such figures must be used only as a starting point and not used in isolation without reference to area requirements for need and demand set out in the assessment report and strategy. It is important that users of the calculator obtain the latest version from Sport England as it is periodically updated.

⁴⁹ this is an approximate figure as average traffic speeds vary from location to location and route to route and will change during the strategy period. Up to date GIS based traffic times should be used to estimate how far a catchment will extend based on the times given. ⁵⁰ this is an approximate figure as average traffic speeds vary from location to location and route to route and will change during the strategy period. Up to date GIS based traffic times should be used to estimate how far a catchment will extend based on the times given.

12. HOCKEY

Summary

- 12.1 Since 2012, hockey has seen an 85% increase of U16 players taking up the sport and an overall 41% increase in players within the club environment. This is increase across all age groups expected to continue especially with the success of Rio Olympics and a home Women's world cup in 2018.⁵¹
- 12.2 Artificial Grass Pitches (AGPs) provide a secure and high-quality surface on which to play hockey used for both matches and training (and also football (for training and social games), and rugby where they meet the World Cup 22 standard⁵²). England Hockey categorises AGPs into four types⁵³ with sand dressed and sand based the most commonly available and water-based surfaces found largely at elite

centres. Hockey matches are typically played over a weekend with adult teams playing on Saturdays and junior teams on Sundays. Training usually takes place on weekday evenings although some junior training is held on Sundays.

12.3 For football, in recent years, the popularity of AGPs has increased; while 3G is the

preferred surface, training and social play still takes place on sand pitches which can have an impact on availability of pitches for hockey clubs. This is the



case in Poole, where football teams are using some time on sand based AGPs to train and for small sided informal play. This places some pressure on supply available for hockey club training on weekday evenings, in particular. In areas like Bournemouth, Christchurch and Poole, where there is a limited supply of secure community use AGPs available (with a Category 1, 2 or 3 surface) for hockey use, there is particular risk to certainty and security of long-term use for hockey when a surface needs replacing, with commercial decisions sometimes leading to replacement with a 3G surface. The potential for change of surface can also be the case at school sites, sometimes compounded by a lack of sink fund in place to replace the surface (or carpet) within 10 years of installation. This position, particularly in relation to "home" grounds of hockey clubs, will need monitoring and hockey capacity used (and projected to be used) by clubs protected⁵⁴.

12.4 There are currently 5 floodlit pitches with capability of hosting hockey matches and / or training across the Borough (Ashdown Leisure Centre, 2 at Chapel Gate, and 2 pitches at Canford School). 2 other pitches have no community use, no floodlighting and are too small to host matches (Bournemouth Collegiate School and Poole Grammar). One other full-size pitch, at Talbot Heath

⁵¹ Based on data supplied by England Hockey

 $^{^{52}}$ World Cup 22 relates to the standard required of artificial turf for rugby. See $\underline{\text{http://www.irb.com/mm/document/lawsregs/regulations/04/21/57/42157}} \ \ \text{pdf.pdf} \ \text{for the full regulation.}$

Figland Hockey category 1 water surface essential for international hockey, category 2 sand dressed surfaces essential for domestic national premier competition and higher levels of player pathway, category 3 sand-based surfaces essential for all adult and junior club training and league hockey, EH provided competitions for clubs and schools and intermediate or advanced school hockey, and category 4 all long pile 3G surfaces only desirable for play where categories 1 – 3 are absent. Further details are available in the following documents: http://www.englandhockey.co.uk/core/core_picker/download.asp?id=17206&filetitle=EH+Artificial+Grass+Policy+2018&log_stat=true and section 6 of the following document regarding length of fibres -

 $http://www.englandhockey.co.uk/core/core_picker/download.asp?id=17290\&filetitle=EH+AGP+Guidance\&log_stat=true$

⁵⁴ England Hockey has suggested that due to the loss of hockey compliant surfaces to 3G replacement, in some areas in England, hockey players are travelling over 30 minutes to get to a suitable AGP (in some cases this is doubling the travel time). Additionally, because of the conversion to 3G surfaces some local authority areas no longer have hockey teams playing within their boundary and they have been displaced to different areas or had to disband altogether.

School, will soon have a community use agreement in place and floodlighting (subject to planning approval) but it is understood will be principally for use by Bournemouth Hockey Club. The other sand based AGPs in the Borough are a secure community use at Mudeford Community Centre (half size), unsecure community half size pitch at The Grange Academy and a small size AGP at The Priory Church of England School which has no community use.

- 12.5 Chapel Gate, having recently been bought by Bournemouth University, is considered as a secure community use facility, in the short-term at least with a 5-year security of use having been offered to clubs using the facility as their home ground. The site is the home ground for Bournemouth Hockey Club which has 21 teams, 10 of which are U8 to U16 boys' and girls' teams, 5 of which are adult ladies, 5 adult men and 1 which is a veteran's team. The site also hosts University hockey for 2 ladies and 2 men's teams. The second pitch at the site is in poor condition and the surface needs to be replaced (rather than refurbished) and the club has stopped playing matches due to safety and quality concerns. The floodlighting on the pitch is also sub-standard with insufficient lux to play hockey. It is understood that the University has committed to improve the second AGP pitch on the site.
- 12.6 Of the 25.5 hours of current use on the first hockey pitch at Chapel Gate, 22.5 hours sees use by the hockey club with the remainder seeing use by school hockey, lacrosse and occasionally football. On the second pitch, most use is for football given the quality concerns for hockey use. With all use taken into account, there is around 16 hours of unused capacity per week.
- 12.7 Only one other pitch in the Borough has secure community use (Ashdown Leisure Centre in sub-area P4). It has a "standard" quality surface and is available for all 34 hours during the peak period. A recent report (undertaken for the former Borough of Poole local authority) suggests that the surface is likely to last for another 10 years. However, Poole Hockey Club, which uses the site as its home ground, has suggested that the surface is deteriorating and is not reliable for playing on late in the evening in winter due to potential for the pitch to freeze. The club has also suggested that floodlighting needs improving or replacing. Supply meets demand with Poole Hockey Club having 1 junior and 5 adult teams) all playing at Ashdown Leisure Centre. It is understood that the club has priority for booking on Saturdays and Tuesday evenings. However, available capacity at other times is shared with football at the moment and continued use by football teams may already be having an impact on the ability of the hockey club to grow. Current demand from hockey use is around 7.5 hours per week, 4 of which are for matches at weekends and 3.5 of which are for weekday evening training. The pitch is used for football for a further 15 hours per week, most of which will be during weekday evenings. If current levels of use for football remain into the future, or grow, there could be a risk to the supply of appropriate times for hockey, particularly for training, and particularly the unsecure use (with no formal community use agreement in place) of other pitches in the Borough.
- 12.8 Following England Hockey's (EH) target for doubling participation rates between 2016 and 2026 and projecting this trend forward by half within the following years to 2033 suggests that by that time, a total of 12 senior and 2 junior teams could be in place at Poole Hockey Club, a total of 10 senior teams from Bournemouth University and a total of 25 senior and 25 junior teams from Bournemouth Hockey Club.
- 12.9 Projecting a year-on-year increase of 7% across all age groups at the hockey club and adding aspirational growth by the University of an additional 2 teams in the short-term suggests a need for up to 4 full size AGPs by 2033 to accommodate training and match demand. This means an increase of up to 2 additional pitches in addition to existing supply of 2 pitches at Chapel Gate (assuming that the second pitch is resurfaced / replaced). If the pitch at Talbot Heath School (in Bournemouth) comes forward for use by the club, this reduces the number to 1 additional pitch to serve demand in Christchurch is projected demand materialises "on the ground".
- 12.10 Working through the required number of hours for training on weekday evenings and matches at weekends for the total number of anticipated teams by 2033, Poole Hockey Club could need up to an additional 10 hours over weekends for matches and 7 hours for training during weekday evenings (full size pitch hours) (or a total to accommodate current and future demand of 14 hours at weekends and 10 for training). This would suggest that by 2033 the club could need an additional 2 3 evenings to accommodate training. Bournemouth Hockey Club could require up to an additional 34 hours at weekends and 15 hours for training and Bournemouth University could require up to an additional 6 hours at weekends and 0 (zero) (during term time) if England Hockey assumptions for use are applied,

- meaning that better use could be made of the time the teams use before additional time is necessary for additional members. Some additional capacity for Bournemouth Hockey Club will be provided at Talbot Heath School.
- 12.11 There may be other opportunities to secure community use for hockey on pitches not currently used at other sites such as Canford School's pitches. The possibility of accessing the site for hockey should be explored during the strategy period as demand grows and if demand looks to be outstripping available supply. However, given the current status as unsecure school sites, they cannot be relied upon at the present time to provide long-term additional capacity for clubs. Additional capacity also seems unlikely to be made available at the unsecure pitches without community use at Poole Grammar and Bournemouth Collegiate School. Even if they could be brought into community use, they have no floodlighting, and both are half size pitches.
- 12.12 When setting required hours alongside match and training time slots, it is estimated that up to 2 full size floodlit pitches (i.e. 1 additional to the current supply in Poole) will be needed by 2033 to accommodate Poole Hockey Club's growth, if projected growth appears "on the ground", mainly to accommodate match day requirements (with training likely to be accommodated at the Ashdown pitch if priority can be made for hockey use). Secure use at Ashdown Leisure Centre may provide sufficient capacity for the club if priority time can be made for hockey over football and if demand as projected does not come to fruition. Therefore, demand "on the ground" should be monitored closely to understand the real need for an additional pitch for hockey use, which may materialise in the latter part of the strategy period.
- 12.13 Spatially, the catchment area (based on a 20-minute peak midweek drive-time) of the secure community use pitches in the Borough extends across most of the Borough.
- 12.14 Levels of actual and short and medium-term demand will need to be closely monitored to understand how real demand increases during the lifetime of the strategy. Provision for hockey beyond 2026 will need to be reconsidered during the lifetime of the strategy to understand the level of real demand compared to England Hockey's targets and also in light of new targets established by that point for the period to 2033.

Key Issues Snapshot

- 12.15 The assessment data and discussion with members of the steering group suggest the following key issues are most prominent:
 - Dependency of Poole Hockey Club on the pitch at Ashdown Leisure Centre as the only secure
 community use pitch. There are challenges to increasing the club's use during their preferred
 times for training and have to compete with football use on the pitch (training and social play).
 - If projected growth comes to fruition, an additional hockey pitch will be needed in Poole if unsecure community sites cannot be relied upon with any certainty for additional capacity. 1 additional hockey pitch will also be needed at Chapel Gate where the pitch at Talbot Heath School in Bournemouth can be utilised in full by Bournemouth Hockey Club.
 - The resurfacing of the second pitch and replacement of the floodlights at Chapel Gate is a priority so that hockey use can return. However, when this occurs it will be important to ensure that the use of the pitch to accommodate hockey demand is prioritised first for hockey use, then football
 - There is some concern about the quality of changing / ancillary facilities at Chapel Gate. England
 Hockey has suggested that there is a need for improvements so that facilities serve more than
 just one sport.
 - While Chapel Gate is considered a strategically important facility across a wider area than just Christchurch (including Bournemouth and southern Dorset), it's location on the northern edge of Christchurch and Bournemouth means that it is not well-related (in terms of proximity) to much of Christchurch's and Bournemouth's main population along the coast.

 For the future long-term sustainability of hockey clubs (with regard to financial viability and maximising the availability of volunteer / coaches' time) a "one site model" is preferred by England Hockey, focusing club activity on one central site.

Demand Summary

- 12.16 The demand summary for the strategy and the "direction of travel" it should take for hockey is as follows. However, it is important to note that figures for supply, demand and standards **should not be read or relied upon in isolation** outside of the context provided by the strategy recommendations.
 - a) There are no secure use sand-based pitches in Bournemouth.
 - b) There is currently a supply (carrying capacity) of 34 hours at secure community use sites in the peak period in Poole. However, this capacity is shared with football teams using Ashdown Leisure Centre for training or for social / informal / small sided football. Current demand from hockey use is around 7.5 hours per week. Figures suggest that current demand is met by supply and availability during the peak period for matches and training (although anecdotally, there are insufficient evening slots available to accommodate additional training demands on the days and times that Poole Hockey Club requires it, given football use on the pitch).
 - c) Demand is projected to increase by 2033. Taking into account additional future demand, a total of 12 senior and 2 junior teams could be in place at Poole Hockey Club by 2033, a total of 10 senior teams from Bournemouth University and a total of 25 senior and 25 junior teams from Bournemouth Hockey Club. To accommodate projected growth, Poole Hockey Club could need up to 10 additional hours over weekends for matches and 7 additional hours for training during weekday evenings (full size pitch hours).
 - d) It is estimated that *up to* 2 full size floodlit pitches will be needed by 2033 (i.e. Ashdown Leisure Centre + 1) to accommodate Poole Hockey Club's growth if projected demand comes to fruition. Secure use at Ashdown Leisure Centre may provide sufficient capacity for the club in the short and medium term if priority time can be made for hockey over football.
 - e) There is currently a supply (carrying capacity) of 68 hours at the unsecure community use site at Chapel Gate in the peak period. However, this is only notional capacity for hockey, given the poor condition of the second pitch and the amount of use by football, particularly on the second pitch.
 - f) There is demand for 26 hours of use in the peak period on the first pitch at Chapel Gate, 23 hours of which is for hockey. The second pitch sees 18 hours of demand, with little of this taken by hockey due to its poor condition and poor floodlighting. Spare unused capacity on the second pitch is unusable for hockey.
 - g) Projected demand suggests an increase by 2033 equating to a need for almost 4 full size floodlit AGPs by that time to accommodate both training and matches for the club and University teams.
 - h) Additional new pitch provision, if required, should be provided only in response to demonstrable demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity.

Recommendations

12.17 The above assessment conclusions suggest that the strategy should be as follows:

PROTECT

HR1) Protect the capacity available for hockey use on England Hockey Category 1, 2 and 3 surfaces. Consultation should take place between providers, clubs, England Hockey, Football Association and the Football Foundation prior to any change in surface type is introduced (for example, from sand to 3G). A change of surface type (or carpet) will require planning application and applicants will have to show that there is sufficient AGP provision available for hockey within the demand catchment if the surface is changed. Advice from Sport England and England Hockey should be sought prior to any planning application being submitted.

- HR2) There is sufficient demand projected during the strategy period to 2033 to warrant protection of the sand-based pitch at Ashdown Leisure Centre for Poole Hockey Club use and of the two sand-based surfaces at Chapel Gate for hockey use by the Bournemouth Hockey Club and University teams. Consideration of 3G provision in addition to the two existing sand based AGPs at Chapel Gate (see Football Conclusions) would help to ensure that, as hockey demand on-site grows, football use on artificial pitches at Chapel Gate is catered for on-site and not displaced elsewhere.
- HR3) For the future long-term sustainability of hockey clubs (with regard to financial viability and maximising the availability of volunteer / coaches' time) a "one site model" for focusing club activity on one central site should be followed.
- HR4) Protect the current number of hours used by hockey in the peak period as a minimum (i.e. seek to prevent use by additional football training on pitches used for hockey).
- HR5) Seek agreement between hockey (England Hockey) and football (Football Association), and with providers and clubs, about timely sole or priority use of sand based full size secure use AGPs within the context of the football assessment conclusions and recommendations.
- HR6) Maintain AGP surfaces and lighting to a "good" quality standard.

ENHANCE

- HR7) Seek to gain formal agreement or security of use of unsecure pitches to provide additional supply for hockey, particularly if Poole Hockey Club's projected growth comes to fruition.
- HR8) Resolve sharing issues at Ashdown Leisure Centre between hockey and football use to increase the time available to the hockey club to train on weekday evenings, given that the pitch is the only secure community use hockey surface available in Poole (a covering much of Bournemouth.
- HR9) Seek improvements to quality of secure use pitches and ancillary facilities where necessary to help provide consistency of supply and quality and sustain and help grow club membership, for example at Ashdown Leisure Centre (AGP1) (home of Poole Hockey Club).
- HR10) Seek improvements to the quality of the second pitch at Chapel Gate by replacing the surface and floodlighting to acceptable standards for hockey match play and training.
- HR11) Resolve sharing issues between hockey and football use at Chapel Gate and ensure a managed transition as hockey demand grows on-site and as solutions for football 3G surfaces are delivered either on or off site to accommodate demand for football training.
- HR12) Enhance ancillary facilities at Chapel Gate to ensure that they support the needs of the hockey club.

PROVIDE

- HR13) Provide 1 new additional full size floodlit AGP with a hockey compliant surface in a location appropriate to cater for the catchment of demand (and if possible to meet a "one site model" for the club) should projected growth of Poole Hockey Club come to fruition and community use cannot be secured on unsecure community use pitches to help accommodate demand.
- HR14) With improvements to the second pitch at Chapel Gate, together with the pitch at Talbot Heath School in Bournemouth catering for community use principally by Bournemouth Hockey Club (assuming planning permission is granted for floodlights on the site), projected demand by 2033, if it appears "on the ground" is for 1 additional full size floodlit AGP for hockey use. Towards the end of the strategy period, a site should be identified if demand emerges in a location appropriate to cater for the catchment of demand.
- HR15) Monitor closely the change in demand to map against projected demand and understand the real demand "on the ground" for additional match and training time. The delivery of additional pitches should be made in a timely fashion, i.e. co-ordinated in alignment with demand, availability of supply and risk of loss of existing supply on unsecure sites. A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity.
- HR16) New AGP pitches should only be located in locations outside areas of flood risk or suitable mitigation put in place.
- HR17) New AGPs should be located on a managed site hosted by a provider which will: adhere to the recommendations for pitches above; and, not rely on third party management of the pitch and ancillary facilities.

Advisory Standards

- 12.18 With regard to provision of new, additional and / or improved facilities and pitches, the following **guidelines** are provided:
 - i) Quality: Pitches and facilities should conform to the most up-to-date NGB guidance. Pitches should have a "sinking fund" for certainty of future refurbishment / replacement of the surface and an appropriate maintenance regime in place to maintain good quality.
 - ii) Accessibility: Pitches and facilities should conform to the most up-to-date Building Regulations and NGB guidance; be secure; be easily and safely accessible by cycle, foot and public transport; have secure cycle storage / parking; and, have sufficient car parking spaces to accommodate demand for the use of the facility and any associated shared uses and comply with the most up-to-date Highways Authority, Local Planning Authority and Sport England requirements / guidance. Pitches should be floodlit to a minimum of 350 lux. Pitches should be available for 34 peak period hours (Mon Thurs 5pm-9pm, Fri 5pm-7pm and Sat Sun 9am-5pm), be floodlit and have secure community use, with some hours made available for informal and pay and play use (subject to demand). Residents should be able to access at least 1 full size sand based AGP within a 20-minute drive (not a radius / as the crow flies) (approximately⁵⁵ 5 miles based on an average urban area driving speed of 15 mph). These standards apply where demonstrable demand exists on the ground and where a facility is feasible and viable in the long-term.
 - iii) Quantity: see recommendations above. Alongside this assessment's recommendations and the strategy for pitches, the Sport England Playing Pitch Calculator should be used by the local authority to generate baseline figures for pitch requirements relating to new development sites (usually at the pre-application stage of the planning process). Such figures must be used only as a starting point and not used in isolation without reference to area requirements for need and demand set out in the assessment report and strategy. It is important that users of the calculator obtain the latest version from Sport England as it is periodically updated.

⁵⁵ this is an approximate figure as average traffic speeds vary from location to location and route to route and will change during the strategy period. Up to date GIS based traffic times should be used to estimate how far a catchment will extend based on the times given.

13. CRICKET

Summary

- 13.1 There are 7 cricket grounds with secure community use grass pitches (i.e. wickets / strips) in Poole, all with artificial pitches, 4 secure grounds in Bournemouth, 2 of which have an artificial pitch and 4 cricket grounds with secure community use grass pitches in Christchurch (1 at Hurn Bridge Sports Club⁵⁶, which also has an artificial pitch, and 3 at Chapel Gate). The well-used Hurn Indoor Cricket Centre is adjacent to the Sports Club pitches. There are 4 unsecure community use grounds in Poole, 3 with grass pitches and 2 with artificial pitches with the figures in Bournemouth being 5 and 1 respectively. There are 4 unsecure community use grounds in Christchurch with 1 each at Mudeford Recreation Ground, Wingfields Recreation Ground⁵⁷ and Winkton Fields (although while there is a single pitch, it has not been used recently), and 1 at East Christchurch Sports and Social Club (although at the time of writing this site may lose its cricket ground to alternative sports use). There are 2 grounds with no community use in Bournemouth and 3 in Poole, all of which are on school sites.
- 13.2 The main spatial gaps where there are no pitches with secure community use are B1, B2 and much of southern B3, northern B4 and B6. In Poole, the main gaps are in P1, P4, P5 and southern P3 and in Christchurch, sub-area C3.
- 13.3 In Bournemouth in the 2018 season there were 8 clubs, with a total of 23 teams of which 14 are adult teams and 9 are junior teams. In Poole in the 2018 season there were 5 clubs, with a total of 33 teams of which 15 are adult teams and 18 are junior teams. There is 1 women's team in Bournemouth. There are 5 evening league teams across Bournemouth, Christchurch and Poole. In Christchurch in the 2018 season there were 4 clubs (Bournemouth CC, Christchurch CC, Mudeford CC

and Bournemouth University), with 38 teams playing for these clubs and in the BECL league and last man stands competition. Of this number, 12 are boys' teams, 1 is a girls' team, 5 are ladies' teams, 19 are adult men's teams and 1 last man stands. Junior and women's teams have been identified as opportunities for growth in Bournemouth and Poole. This is a particular gap in the Borough and the ECB is looking to address this through its current strategy. Growing junior play in the Borough will help to ensure succession into adult teams in the medium and long term.



- 13.4 The majority of club sites / grounds have secure community use. Most grounds are in the ownership of the local authority, with management and maintenance mostly a mix of local authority and club responsibility.
- 13.5 Most pitches are either of a standard or good quality, as is the case with artificial pitches. The only secure community use pitch rated as "poor" is Branksome Recreation Ground (Poole). When set alongside pitches' carrying capacity and the amount of play they accommodate during a season, the secure pitches at Kinson Manor Playing Field (Bournemouth) were considered as being overplayed. Of the secure pitches, 6 grass squares were being played at the level appropriate for their quality at

⁵⁶ The current lease on the ground ends in July 2024 but the lease is protected by legal agreement. Clubs are offered hire terms on an annual basis by the tenant (Christchurch FC Ltd.).

⁵⁷ However, the sites at Mudeford and Wingfields have been transferred to Christchurch Town Council and Highcliffe & Walkford Neighbourhood Council respectively and, although there is no formal agreement in place for the continued use of the sites for sport (and are therefore, strictly speaking and in sports terms, pitches with unsecured community use), given the long tradition of sports use and with a formal community use agreement in place for the use of the sites as public green spaces, it is understood to be very likely that the sites will continue to be used for sport moving forward.

(King's Park (Bournemouth), Hurn Bridge Sports Club (Christchurch), Chapel Gate (Christchurch) and Whitecliff Recreation Ground (Poole), as is the artificial pitch at Broadstone Recreation Ground with no overplay or spare capacity. Figures suggest overplay on the artificial pitch at Hurn Bridge Sports Club. There is no evidence to suggest this is having a degrading impact on the surface as the quality assessment indicated that it is of "good" quality, but it is an indicator that an additional artificial pitch could be necessary to accommodate the demand. All other secure use pitches have some potential capacity to accommodate an increase in demand. The ground at Winkton (in Christchurch) has capacity on the square to accommodate additional grass pitches with only 1 currently laid for play and no record of use in 2018. Recommendations for individual pitches (and others) will be made in the strategy and action plan.

- 13.6 Ancillary facilities such as changing rooms and pavilions seem to be in good condition apart from those at Winton Recreation Ground (Bournemouth), Winkton Fields (Christchurch) and Wingfields Recreation Ground (Christchurch) which have been rated as poor quality (Winkton Fields in particular has very limited facilities).
- 13.7 In Bournemouth, there is currently a supply (carrying capacity) of 313 match equivalents per season on grass squares (135 of which are on secure community use sites) and 180 match equivalents on artificial pitches (of which 120 are on secure use sites). In Poole, there is currently a supply (carrying capacity) of 420 match equivalents per season on grass squares (325 of which are on secure community use sites) and 270 match equivalents on artificial pitches (of which 210 are on secure use sites). In Christchurch there is currently a supply (carrying capacity) of 185 match equivalents per season on grass squares (150 of which are on secure use sites) and 210 match equivalents per season on artificial pitches (of which 150 are on secure sites).
- 13.8 The following tables set out the supply and demand balance on grass and artificial pitches (where green shading represents spare or unused capacity, orange represents supply and demand in balance and red represent overplay).

Supply / Demand Balance Summary						
(grass pitches) Pitch equivalents*						
Sub-area	Secure Unsecure					
Bournemouth	Secure	Offsecure				
B1	_	14				
B2	_					
B3	-3.4	5				
B4	3.6	3				
B5	-	4				
B6	2.4	-				
Area	2.6	26				
	2.0	20				
Poole		0				
P1	-	0				
P2	13.2	-				
P3	6	-				
P4	-	5				
P5	13.8	5				
Area	33	10				
Christchurch						
C1	-	0				
C2	-	0				
C3	-	-				
C4	-	1				
C5	0	0				
Area	0	1				
BCP Total	35.6	37				

Supply / Demand Balance Summary							
(artificial pitches)							
Sub-area	Pitch equiv						
	Secure	Unsecure					
Bournemouth	Bournemouth						
B1	-	-					
B2	-	-					
B3	1	-					
B4	0.5	0.4					
B5	-	0.4					
B6	-	-0.1					
Area	0.7						
Poole							
P1	-	-0.1					
P2	1	-					
P3	0	-					
P4	-	-0.3					
P5	0.8	0.3					
Area	1.8	0					
Christchurch							
C1	-	0.2					
C2	-	0.3					
C3	-	-					
C4	-	-					
C5	-0.8	0.1					
Area	-0.8	0.6					
Borough	2.5	1.3					

Notes. Figures may not sum due to rounding. Positive score = capacity / underplay, negative score = no capacity / overplay.

* based on a good quality pitch accommodating 60 matches per season and good quality grass pitches hosting 5 per season.

- 13.9 No quantifiable unmet or latent demand was identified by clubs for grass or artificial pitches in Bournemouth, Christchurch and Poole.
- 13.10 Figures for potential imported demand (from Parley CC if it fails to secure use of its current ground just outside the Borough boundary) suggest a potential demand for up to 3 artificial pitches and around 9 grass pitches (if adult teams play matches on grass and train on artificial pitches and junior teams play and train on artificial pitches) which could equate to 1-2 grounds. No displaced demand (i.e. teams playing outside the Borough who wish to return to play within the Borough) have been identified during the assessments.
- 13.11 If additional demand arising from population growth and an increase in participation is added to the amount of capacity required to accommodate use currently on unsecure community use pitches, a significant number of grass and artificial pitches would be needed across Bournemouth, Christchurch and Poole⁵⁸.

⁵⁸ Up to 71 grass pitches (i.e. wickets / strips) could be required in Bournemouth, 24 in Christchurch and none in Poole to accommodate the total number of teams likely to be generated by 2033 and if clubs are to move away from, or secure use at, unsecure sites. The figure for artificial pitches is an additional 7 in Bournemouth, 4 in Christchurch and 10 in Poole, again, assuming that play at unsecure sites moves to secure sites or those unsecure sites can be made secure for community use. In Christchurch, there is no available 'spare' capacity on existing grass or artificial secure community use pitches and so existing secure sites cannot absorb any of this new demand. The growth in demand for artificial pitches is largely a result of participation rate targets generated by the All Stars programme and desire to see a greater number of women's teams. It is assumed that around 90% of junior team demand will occur on artificial surfaces. The tables at paragraph 13.18 (entitled "calculating the residual demand required if various solutions can be maximised") set out the options which can be utilised to reduce these figures to a realistic scale of new additional provision.

- 13.12 However, the preferred solution should always be to secure community use on clubs' home grounds rather than move them and fund provision of a new ground. If unsecure grass pitches can be transferred to secure use (and "spare" capacity on existing pitches can be utilised) additional grass pitch capacity required is 6 in Bournemouth and 15 in Christchurch, and 2 artificial pitches in Christchurch and 2 in Poole.
- 13.13 Figures for Bournemouth are relatively high as play from growth in sub-area B6 is assumed to take place on grass pitches as there are no artificial grass pitches serving teams in the area. Up to 7 artificial pitches could be needed across Bournemouth and up to 10 across Poole to cater for additional demand if that demand emerges "on the ground".
- 13.14 Figures should be treated with caution and as a "top end" figure and the demand for and provision of additional pitches will need to be monitored to understand realistic demand on the ground to ensure supply accurately reflects demand prior to any new pitches being provided (particularly on new grounds). The combination of provision between grass and artificial pitches will also need to be provided to fit with real demand⁵⁹.
- 13.15 The aggregate figures for individual sub areas, for each former Borough and whole area combined and, in some cases, can mask specific needs at individual sites and the recommendations below seek to ensure that these issues are addressed within the context of the overall strategy approach.
- 13.16 Additional capacity seems unlikely to be required in full on additional new grounds. Opportunities exist to add pitches at existing sites, including at the sites where there is little or no use (such as Winkton) although supply of additional pitches should, of course, follow demand. Some or all of the additional capacity required could be accommodated on existing grounds where there is the opportunity to set a new pitch at an existing square, but only where time slots are available to accommodate new teams playing matches on Saturdays and Sundays depending on the age group and format of the game played (and subject to the ability of the club or other body responsible for maintenance to maintain the additional pitch). It is understood, for example, that in Christchurch there is insufficient supply at existing grounds used by teams on Saturdays although there is some capacity available on Sundays. The site at Winkton should therefore be considered as buffer or headroom capacity should it not be appropriate to locate additional demand at existing well-used sites, particularly in relation to the provision of additional grass pitches. Spatially, Winkton is further

to travel to away from the main conurbation and club home grounds and could explain why it sees no demand. Another factor in the need to retain these locations for potential increased use is the changing nature of cricket where some grounds are now too small to accommodate comfortably adult men's team matches. Adult teams to whom this position applies may need to move home matches to alternative grounds with smaller sites being a focus

more for the junior game in the future.

13.17 The ability to cater for the projected level of increase may be beyond the volunteer capacity of many clubs and this may constrain "on the ground" emergence of teams. Specific recommendations in terms of actions to accommodate this level of growth in the long term will be made in the strategy and action plan and it is likely that it will not simply require physical provision of the number of pitches indicated. Part of the solution to providing sufficient capacity for growing teams could be to seek to



secure current unsecure sites used, bringing "mothballed" pitches back into use where and when necessary and providing more artificial pitches to accommodate a greater amount of demand,

⁵⁹ While projections have made assumptions about use, should these assumptions not fit actual demand needs "on the ground", the balance between grass pitch and artificial pitch provision may need to change to reflect the preferred or available surface for matches.

particularly to accommodate junior growth (with 1 artificial pitch being able to accommodate the equivalent of 12-20 junior grass pitches), minimise risk to quality on shared sites and ensure that clubs which grow have the playing and training capacity to do so, on second grounds if this is not achievable on their current home ground.

13.18 Measures which could be taken on specific sites to reduce the number of new additional pitches required and the resultant capacity it could introduce to the supply of secure sites could look as follows. The following tables also calculate the resulting residual demand needing to be accommodated by 2033.

Increased capacity from:		Potential Additional Capacity Provided (Pitches)	
		Grass	Artificial
a)	Increasing capacity of poor and standard rated secure quality pitches (notional figure to be tested against whether improvements will achieve real time availability of pitch time)	0	0
b)	Using notionally spare capacity on secure pitches (subject to testing to determine if practical to do so given match days and timeslots required)	6	1.5
c)	Securing formal community use agreements for club play taking place on unsecure sites	1 ⁶⁰	0
d)	Securing formal secure community use agreements for junior demand on unsecure education sites	10 ⁶¹	2 ⁶²
e)	Securing community use on sites where no community access / is not currently permitted	4 ⁶³	1 ⁶⁴
f)	New pitches in the pipeline being delivered	9 ⁶⁵	1 ⁶⁶
g)	Bringing "mothballed" pitches back into use where and when necessary (i.e. providing additional capacity on sites where grass pitches are not currently in use but where there have been pitches before)	32 ⁶⁷	2 ⁶⁸
h)	Introducing additional artificial pitches to absorb projected demand on grass pitches, particularly for junior matches and in locations where no artificial pitches exist	-	1 ⁶⁹
i)	Provision of new additional grass pitches on existing grounds where feasible to do so (estimate)	3	-
Tot	ral Additional Demand by 2033	71	8
Les	s total a) – i)	65	8.5
Res	sidual demand to be provided for:	6	-0.5

Commentary: The minus figure indicates spare capacity, in this case there is some capacity to accommodate half an artificial pitch worth of demand, which equals 30 match equivalents on a good quality artificial pitch. Subject to where and on which surface type demand manifests, this has potential to absorb demand for the additional residual grass pitches required, with 1 good quality grass pitch providing 5 match equivalents (i.e. 6 grass pitches of demand equating to 30 match equivalents).

⁶⁰ At Bournemouth Boys Grammar School (B5)

⁶¹ At Leaf Academy (B3) and Winton Arts and Media College (B4)

⁶² At Bournemouth Boys Grammar School (B5) and Winton Arts and Media College (B4)

⁶³ At Talbot Heath School (B1)

⁶⁴ At Talbot Heath School (B1)

⁶⁵ At Slades Farm (B4) (suggested number of pitches)

⁶⁶ At Slades Farm (B4) (suggested number of pitches)

⁶⁷ At Meyrick Park (B1), King's Park (x2) (B6) and Strouden (B5) (assumes 8 pitches at each)

⁶⁸ At Littledown (B6) and Muscliff (B5)

⁶⁹ At King's Park (B6)

Increased capacity from:		Potential Additional Capacity Provided (Pitches)	
		Grass	Artificial
a)	Increasing capacity of poor and standard rated secure quality pitches (notional figure to be tested against whether improvements will achieve real time availability of pitch time)	2 ⁷⁰	2.5 ⁷¹
b)	Using notionally spare capacity on secure pitches (subject to testing to determine if practical to do so given match days and timeslots required)	33	2
c)	Securing formal community use agreements for club play taking place on unsecure sites	0	172
d)	Securing formal secure community use agreements for junior demand on unsecure education sites	16 ⁷³	2 ⁷⁴
e)	Securing community use on sites where no community access / is not currently permitted	0	0
f)	New pitches in the pipeline being delivered	0	0
g)	Bringing "mothballed" pitches back into use where and when necessary (i.e. providing additional capacity on sites where grass pitches are not currently in use but where there have been pitches before)	0	0
h)	Introducing additional artificial pitches to absorb projected demand on grass pitches, particularly for junior matches and in locations where no artificial pitches exist	-	0
i)	Provision of new additional grass pitches on existing grounds where feasible to do so (estimate)	3	-
Tot	ral Additional Demand by 2033	22	12
Les	s total a) – i)	54	7.5
Res	sidual demand to be provided for:	-32	4.5

Commentary: 32 pitches worth of spare or headroom capacity on grass pitches equals 160 match equivalents. With demand for additional artificial pitches, this capacity is not "surplus". Subject to where and on which surface type demand manifests, this has potential to absorb demand / capacity provided by around 2.5 artificial pitches. Therefore, the residual artificial demand which might be needed by 2033 could reduce to around 2 additional artificial pitches.

 $^{^{70}}$ Improving quality from "poor" to "good" or "standard" at Branksome Recreation Ground (P3)

⁷¹ Improving quality from "poor" to "good" or "standard" at Branksome Recreation Ground (P3) to deliver one additional pitch, improving the quality of the artificial pitch at Whitecliff Recreation Ground (P5) from "poor / standard" to "good" to deliver up to one additional equivalent pitch and improving from "standard" to "good" at Broadstone Recreation Ground (P5) to deliver half a pitch equivalent additional capacity

⁷² Securing equivalent of 1 additional pitch of capacity across both artificial pitches at Poole Grammar School

⁷³ At Parkstone Grammar School (P5), Poole Grammar School (P4) and Carter Community School (P1)

⁷⁴ At Broadstone Middle School (P5) and Carter Community School (P1)

Increased capacity from:		Potential Additional Capacity Provided (Pitches)	
		Grass	Artificial
a)	Increasing capacity of poor and standard rated secure quality pitches (notional figure to be tested against whether improvements will achieve real time availability of pitch time)	0	0
b)	Using notionally spare capacity on secure pitches (subject to testing to determine if practical to do so given match days and timeslots required)	0	0
c)	Securing formal community use agreements for club play taking place on unsecure sites	9 ⁷⁵	2 ⁷⁶
d)	Securing formal secure community use agreements for junior demand on unsecure education sites	0	0
e)	Securing community use on sites where no community access / is not currently permitted	0	2 ⁷⁷
f)	New pitches in the pipeline being delivered	0	0
g)	Bringing "mothballed" pitches back into use where and when necessary (i.e. providing additional capacity on sites where grass pitches are not currently in use but where there have been pitches before)	6 ⁷⁸	0
h)	Introducing additional artificial pitches to absorb projected demand on grass pitches, particularly for junior matches and in locations where no artificial pitches exist	-	0
i)	Provision of new additional grass pitches on existing grounds where feasible to do so (estimate)	14 ⁷⁹	-
Tot	tal Additional Demand by 2033	15	2
Les	ss total a) – i)	29	4
Res	sidual demand to be provided for:	-14	-2

Commentary: If the above measures are all practical and put into practice / delivered, no additional new grounds would be required to accommodate new projected demand.

13.19 Levels of actual and short-term demand will need to be closely monitored to understand how real demand increases during the lifetime of the strategy, particularly after the initial strategy period. As projections of demand and need are based on assumptions around increasing growth and participation, which may or may not come to fruition, additional provision after the first few years of the strategy period should be responsive to demonstrable levels of demand. This is particularly the case within cricket for the growth in junior teams given the ECB's All Stars Cricket initiative, targets for which are relatively ambitious and may not come to fruition or the assumptions made in projecting demand and use of pitches / grounds and surface type prove different to how demand is actually accommodated "on the ground".

⁷⁵ At Winkton Fields, East Christchurch Sports and Social Club and Mudeford Rec

 $^{^{\}rm 76}\,{\rm At}$ Mudeford Rec and Wingfields Rec

⁷⁷ At Highcliffe Academy and Highcliffe St Mark's Primary School

⁷⁸ At Wingfields where the grass square is currently unused. 6 pitches suggested, but it could be more subject to demand at the site

^{79 9} at Chapel Gate on the square where there are currently only 3 pitches, 5 at Winkton Fields where there is currently only 1 pitch

Key Issues Snapshot

- 13.20 The assessment data and discussion with members of the steering group suggest the following key issues are most prominent:
 - Projections for growth suggest that the junior game is likely to see most growth, principally
 through the ECB All Stars programme. Increasing links with schools (including security of
 community use) and using their pitches and facilities seems to be key in accommodating the
 growth, if and when demand increases "on the ground".
 - The projections of growth are relatively high for cricket (given their basis, to a large extent on ECB participation targets). Provision of any additional cricket pitches or grounds should be made on the basis of known demand rather than on projections of growth which may or may not happen.
 - Securing community use at club home grounds is critical to give clubs certainty.
 - The pitch at Winkton can continue to be mothballed for cricket use due to lack of demand but
 could play a role in supporting additional grass pitch demand during the strategy period if these
 grass pitches cannot be accommodated at existing club home grounds.
 - The indoor cricket centre at Hurn Bridge plays an important role in supporting cricket demand throughout the year.
 - Slades Farm reinstatement presents a good opportunity to deliver additional high-quality grass
 and artificial pitches in Bournemouth. Mothballed sites in Bournemouth should be retained and
 may play a key role in providing capacity in the period to 2033. Both Slades Farm and
 mothballed sites could provide an opportunity to resolve short boundary issues at other pitches
 (by teams moving their home ground) and / or provide a home for teams displaced from the
 Borough who urgently need a new home ground.
 - Junior and women's teams have been identified as opportunities for growth in Bournemouth,
 Christchurch and Poole. This is a particular gap in the Borough and the ECB is looking to address
 this through its current strategy. Growing junior play in the Borough will help to ensure
 succession into adult teams in the medium and long term.
 - The pitches at Branksome Recreation Ground and Whitecliff Recreation Ground are in need of improvements to their quality.
 - Prior to providing additional grounds for cricket, existing supply / assets and opportunities for improvements in quality and capacity should be maximised. Increased capacity can come from a variety of sources and could be from a combination of:
 - Increasing capacity of poor and standard rated quality pitches where improvements will achieve real time availability of pitch time;
 - Using notionally spare capacity on pitches where practical to do so given match days and timeslots required;
 - Securing formal community use agreements for play taking place on unsecure sites;
 - Securing written confirmation of secure community use for sport on the sites transferred to Neighbourhood and Town Councils;
 - Securing community use on sites where no community access is currently permitted;
 - New pitches in the pipeline being delivered;
 - Bringing "mothballed" pitches back into use where and when necessary (i.e. providing additional capacity on sites where grass pitches are not currently in use but where there have been pitches before);
 - Introducing additional artificial pitches to absorb projected demand on grass pitches, particularly for junior matches and in locations where no artificial pitches exist;
 - o Provision of new additional grass pitches on existing grounds where feasible to do so; and,
 - o Provision of new additional grass pitches at new grounds in appropriate locations.
 - However, provision of new additional pitches after solutions have been exhausted on existing sites will need to respond to demonstrable demand "on the ground".

Demand Summary

- 13.21 The demand summary for the strategy and the "direction of travel" it should take for cricket is as follows. However, it is important to note that figures for supply, demand and standards **should not be read or relied upon in isolation** outside of the context provided by the strategy recommendations.
 - a) In Bournemouth, taking current demand into account and comparing to supply, there are 14 match equivalents of unused capacity on secure use grass pitches (equating to around 2 pitches of good quality) and 96 (equating to around 2 artificial pitches) on secure use artificial pitches.
 On unsecure community use pitches, the balance is 125 match equivalents (equating to around 25 grass pitches) on grass pitches and 45 on artificial pitches (the equivalent of less than 1 pitch).
 - b) In Poole, taking current demand into account and comparing to supply, there are 93 match equivalents of unused capacity on secure use grass pitches (equating to around 18 pitches of good quality) and 108 (equating to around 2 artificial pitches) on secure use artificial pitches. On unsecure community use pitches, the balance is 50 match equivalents (equating to around 25 grass pitches) on grass pitches and 0 (zero) on artificial pitches.
 - c) In Christchurch, taking current demand into account and comparing to supply, there are 0 match equivalents of unused capacity on secure use grass pitches and 46 match equivalents of over-use of secure artificial pitches (equating to around 1 artificial pitch). On unsecure community use pitches, the balance is 5 match equivalents of unused capacity (equating to around 1 grass pitch) on grass pitches and 25 on artificial pitches (the equivalent of less than 1 pitch).
 - d) Demand is projected to increase by 2033. Taking into account existing unused capacity, a desire to move use away from unsecure to secure sites and the demand for additional new capacity, this translates into an equivalent need for additional capacity of around 71 good quality grass pitches (i.e. wickets / strips) in Bournemouth, 24 in Christchurch and 0 (zero) in Poole (having spare or "headroom" capacity of around 11 pitches), and 7 good quality artificial pitches in Bournemouth, 4 in Christchurch and 10 in Poole.
 - e) However, it must be stressed that this <u>does not equate to a need for pitch capacity to this total amount being provided at new grounds.</u> In reality, additional capacity to accommodate demand could be provided through a combination of: delivery of pitches or grounds "in the pipeline" improving the quality of standard and poor quality pitches; securing community use on current unsecure sites; bringing "mothballed" pitches back into use where and when necessary; new additional pitches at existing grounds where capacity would be practically usable; additional artificial pitches to absorb projected demand on grass pitches; and / or, (if necessary) new additional grounds in sub-areas / locations where the demand is likely to occur.
 - f) For example, if current unsecure pitches can be transferred to secure community use, and spare capacity can be used, these numbers reduce to 6 additional grass pitches in Bournemouth, 15 in Christchurch and 0 in Poole, and to 0 artificial pitches in Bournemouth, 2 in Christchurch and 2 in Poole.
 - g) Potential imported demand from teams (Parley CC) which may be forced to return to Christchurch if their home ground is not available next season equates to 9 grass pitches and up to 3 artificial pitches.
 - h) Provision of new additional pitches will need to respond to demonstrable demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity. The combination of provision between grass and artificial pitches will also need to be provided to fit with real demand (for example, to match increased participation in the junior and women's game should it materialise as projected / targeted by the ECB / Dorset CB).

Recommendations

13.22 The above assessment conclusions suggest that the strategy should be as follows:

PROTECT

- CR1) Protect pitches by seeking to establish security of tenure for grounds / pitches currently considered as unsecure and explore community use on those not currently available (also see **Enhance** below). The implications of any changes to security of use will need to be understood and factored into planning for delivery during the strategy period.
- CR2) Protect currently "mothballed" pitch sites from development, holding in reserve to ensure that headroom capacity is available to respond quickly to increasing demand during the strategy period.
 - a) King's Park x 2 grass squares (B6)
 - b) Strouden Playing Fields x 1 grass square (B5)
 - c) Littledown Park x 1 artificial (B6)
 - d) Meyrick Park x 1 grass square (B1)
 - e) Muscliff x 1 artificial (B5)
 - f) Slades Farm x 1 grass square (B4) (although the site is in the pipeline to be brought back into use)
 - g) Barrack Road (held in reserve to ensure that (subject to overcoming potential conflict of use of the site for the annual funfair) headroom capacity could be available to respond to potentially imported demand in the short-term should, for example, Parley CC need to be accommodated and if no other suitable site is available)
- CR3) Protect long-term capacity on artificial pitches by ensuring the establishment of sinking fund by clubs and / or site owners / managers for surface replacement, also putting in place measures to ensure that such funds are collected and monitored.
- CR4) Protection from loss also extends to where a club folds, as additional capacity on a lost ground and previously used for cricket may be required by other clubs and this should be explored in relation to potential demand where this scenario happens. Such sites also need protection for future supply as the anticipated growth in junior age groups moves through into the adult game towards during the strategy period.
- CR5) Protect the well-used Hurn Indoor Cricket Centre through confirmation of a long-term sustainable business plan for the facility to ensure continuity of provision and use in the long-term.

ENHANCE

- CR6) Gain the secure use of pitches which currently have unsecure community use through clubs and relevant authorities working with pitch providers / owners to seek a long-term secure use agreement to provide certainty of supply and reduce the need for additional new secure use pitches or grounds, for example, at the following sites (with a focus on securing junior capacity):
 - a) Leaf Academy (B3);
 - b) Winton Arts and Media College (B4);
 - c) Bournemouth Boys Grammar (B5) (which already accommodates some club demand);
 - d) Winkton Fields, in order to protect supply (but only subject to demand for both junior and senior play, given recent lack of use) (C4);
 - e) Carter Community School (P1) (which would also need to see improvements to the quality of pitches and discussion about re-introduction of cricket for students / pupils);
 - f) Poole Grammar School (P4) (which already accommodates some club demand);
 - g) Broadstone Middle School (P5);
 - h) Parkstone Grammar School (P5) (understood to be a hub for girls' cricket).
- CR7) Increase the current use of existing pitches where spare capacity notionally exists, where physically and logistically possible.
 - a) Winton Recreation Ground (B4);
 - b) Littledown Park (B6);
 - c) Poole Park (P2);
 - d) Whitecliff Recreation Ground (P2);
 - e) Wallisdown Playing Fields (P3);
 - f) Broadstone Cricket Club (P5);

- g) Broadstone Recreation Ground (P5)
- i) The Hamworthy Club (P5).
- j) Artificial pitches on unsecured sites (Mudeford Recreation Ground (sub-area C1), Wingfields Recreation Ground (sub-area C2) and Chapel Gate (sub-area C5) if the sites can gain secure community use.
- k) Winkton Fields (grass pitch), if security of community use can be gained and if ancillary facilities can be provided as part of the improvements to the site for football, in order to protect supply (subject to demand, given recent lack of use) (sub-area C4). If supply is unlikely to be taken up at Winkton Fields, consider providing replacement supply (1 grass pitch) at an alternative existing (secure community use) site.
- CR8) Support projected growth in the women's and junior games by ensuring that the quality of pitches and ancillary facilities meets their needs (i.e. that they are fit for purpose) where junior and women's teams play and train.
- CR9) Within the context of accommodating the projected / targeted increased demand for junior and women's play, consider focusing junior play on grounds with limited or constrained boundary distances from the square (where any adult teams using the pitches / ground can realistically be relocated to a new permanent home ground which is fit for purpose and has capacity), for example (including but not limited to) at the following grounds:
 - a) Kinson Manor (B3) (discuss with Suttoners CC);
 - b) Winton Recreation Ground (B4) (discuss with Winton CC).
- CR10) Seek to address overplay on specific secure sites if overplay is causing reduction in pitch quality (for example by changing formats of the game played and age groups playing at the ground or taking measures to improve maintenance to maintain or improve quality rating) or provision of additional or replacement artificial pitches, for example at:
 - a) Kinson Manor (B3) (discuss with Suttoners CC).
 - b) The artificial pitch at Hurn Bridge Sports Club (Christchurch CC) (sub-area C5) (discuss need with Christchurch CC).
- CR11) Support the training needs of clubs by providing in-situ practice nets where necessary to improve the capacity for training which can help retain the quality of pitches on the main square.
- CR12) Support the continual improvement of facilities to a good quality to help attract and retain players. While this applies to facilities of a standard quality, those with a rating of poor should be prioritised.
- CR13) Support the continual improvement of pitches. While this applies to pitches of a standard quality, the focus should be on improving pitches of poor quality.
 - a) Branksome Recreation Ground (P3) grass and artificial pitches (improve from "poor" to "good")
 - b) Broadstone Recreation Ground (P5) artificial pitch (improve from "standard" to "good")
 - c) Whitecliff Recreation Ground (P5) artificial pitch (improve from "poor" to "good")
 - d) Carter Community School (P1) artificial and grass pitches (if brought into community use and improvements made to reinstate)
 - e) Mudeford Recreation Ground (sub-area C1) artificial and grass pitches (improve from "standard" to "good")
 - f) Wingfields Recreation Ground (sub-area C2) artificial and grass pitches (improve from "standard" to "good")
- CR14) Encourage clubs to sign legal leases with pitch / ground owners (long-term if possible / feasible) where a club makes the ground their "home" ground in addition to securing formal community use in order to give additional certainty.
- CR15) Gain written reassurances from the Neighbourhood and Town Councils in control of transferred pitches that the security of use of the recreation grounds as public open green space extends to continued certainty of use as sports pitches:
 - g) Mudeford Recreation Ground (sub-area C1); and,
 - h) Wingfields Recreation Ground (sub-area C2).

This is important not only to give clubs certainty of use into the future but also in order for investment and / or contributions to be secured for improvements to be made to the pitches and / or facilities on the sites.

PROVIDE

- CR16) Deliver pitches currently "in the pipeline":
 - a) Slades Farm (c. 9 grass and 1 artificial) (B4)

- CR17) Explore the provision of additional capacity at sites with no current community use, for example at: a) Talbot Heath School (B1)
- CR18) Provide capacity to cater for additional demand to 2033 for 15 grass pitches in Christchurch, 22 in Bournemouth and 71 in Poole. Also provide capacity for 2 additional artificial pitches in Christchurch, 12 in Poole and 8 in Bournemouth. The total amount of supply should come from a variety of sources, i.e. the projected demand is unlikely to need to be delivered solely through additional, new pitches or grounds. Increased capacity to this amount will come from a combination of:
 - a) Increasing capacity of poor and standard rated quality pitches where improvements will achieve real time availability of pitch time;
 - b) Using notionally spare capacity on pitches where practical to do so given match days and timeslots required;
 - c) Securing formal community use agreements for play taking place on unsecure sites;
 - d) Securing community use on sites where no community access is currently permitted;
 - e) New pitches in the pipeline being delivered;
 - Bringing "mothballed" pitches back into use where and when necessary (i.e. providing additional capacity on sites where grass pitches are not currently in use but where there have been pitches before);
 - g) Introducing additional artificial pitches to absorb projected demand on grass pitches, particularly for junior matches and in locations where no artificial pitches exist;
 - h) Provision of new additional grass pitches on existing grounds where feasible to do so; and,
 - i) Provision of new additional grass pitches at new grounds in appropriate locations.

Sites where these recommendations for increasing capacity from existing supply could be realised are highlighted in the tables above (at paragraph 13.18, table which show figures calculating the residual demand required if various solutions can be maximised). The examples, if opportunity can be maximised, suggest that there could be no need for additional grass pitches or artificial pitches in Bournemouth and no need for additional grass pitches in Poole. There could still be demand for up to 2 additional artificial pitches in Poole by 2033. If the solutions can be realised in Christchurch, there would be no need for additional grass or artificial pitches to 2033.

Where the additional demand is for capacity at existing club home grounds and there is no additional capacity on days when new teams require pitch use, an additional new ground may be required should the team generating the demand not be willing or able to play at sites where there may be available capacity when it is required (such as sites with spare capacity or "mothballed" sites). Most additional demand for grass pitches is likely to occur in sub-areas B6, C1 and C5 and for artificial demand in P2, P5, C1 and C5.

- CR19) Provision of new additional pitches after solutions have been exhausted on existing sites will need to respond to demonstrable demand "on the ground". This is particularly important in the latter part of the strategy period to ensure that projected demand has actually come forward. A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity. The combination of provision between grass and artificial pitches will also need to be provided to fit with real demand⁸⁰.
- CR20) Provide additional capacity in reserve to accommodate teams currently displaced from the Borough, should they need quickly to find a new home ground or grounds to play within Bournemouth, Christchurch or Poole, for example:
 - a) Parley (demand from Parley CC, 9 grass and 2-3 artificial pitches);
 - b) Ferndown (demand from Winton CC, 4 grass pitches);
- CR21) Where the loss of an existing pitch or practice nets is unavoidable, provide replacement pitch capacity to good quality standard in a location appropriate to demand to mitigate loss.
- CR22) The management of existing supply and the balance between supply and demand should be closely monitored and provision managed to ensure that supply (i.e. grounds) is best suited to the type and format of the game played and when matches take place.

⁸⁰ While projections have made assumptions about use, should for example, adult team demand come forward more for midweek than weekend matches, the balance between grass pitch and artificial pitch provision may need to change to reflect the preferred surface for midweek matches.

Advisory Standards

- 13.23 With regard to provision of new, additional and / or improved facilities and pitches, the following **guidelines** are provided:
 - i) Quality: Pitches and facilities should conform to the most up-to-date NGB guidance. New grass pitches should be provided to good quality able to accommodate 9 match equivalent sessions per season with an appropriate maintenance regime to maintain this quality. New artificial pitches should be provided to good quality able to accommodate 60 match equivalent sessions per season with an appropriate maintenance regime to maintain this quality.
 - ii) Accessibility: Pitches and facilities should conform to the most up-to-date Building Regulations and NGB guidance; be easily and safely accessible by cycle, foot and public transport; have secure cycle storage / parking; and, have sufficient car parking spaces to accommodate demand for the use of the facility and any associated shared uses and comply with the most up-to-date Highways Authority, Local Planning Authority and Sport England requirements / guidance. Ancillary facilities should be secure. Clubs and teams should be able to access a grass and / or artificial pitch (subject the teams' needs for the appropriate surface) at or close to their home ground to ensure that the quality of the pitches is maintained at least to a "standard" quality and preferably to a "good" quality. However, provision of pitches should not be made in locations where the cost of ensuring quality across the ground, viability in the long-term (of the pitch or club) or security of a facility is in doubt.
 - iii) Quantity: see recommendations above. Alongside this assessment's recommendations and the strategy for pitches, the Sport England Playing Pitch Calculator should be used by the local authority to generate baseline figures for pitch requirements relating to new development sites (usually at the pre-application stage of the planning process). Such figures must be used only as a starting point and not used in isolation without reference to area requirements for need and demand set out in the assessment report and strategy. It is important that users of the calculator obtain the latest version from Sport England as it is periodically updated.

14. RUGBY UNION

Summary

- 14.1 Rugby has a tradition of playing on grass pitches which tend to be subjected to significant wear and tear and therefore have additional pressure to maintain quality to a 'standard' condition. More recently, technology has moved sufficiently forward to enable training to take place on artificial grass surfaces where adequately sprung (where a pitch meets the World Cup 22 standard⁸¹) and such surfaces can be shared with football. Club rugby tends to be played on pitches dedicated to a club as a home ground and the supply of pitches at schools tends only to feature in terms of club use if a club's pitches are overplayed or waterlogged, therefore requiring additional capacity to train. Clubs also prefer to retain play (matches and training) at their home ground to retain any spend in the club's social facilities.
- 14.2 In Bournemouth in the 2017/18 season there were 2 affiliated clubs (Oakmeadians RFC and East Dorset RFC) and 1 in Poole (Poole RFC), all with home grounds in the Borough. There are 27 teams in Bournemouth, 29 in Christchurch and 8 in Poole. In Bournemouth 8 of the teams are adult, vet and colts, in Christchurch 9 and in Poole the number is 2. Of these numbers there is one women's team in Bournemouth and one in Christchurch, with a women's section forming in Poole.
- 14.3 In Christchurch in the 2018/19 season there were 2 Rugby Football Union (RFU) affiliated clubs (Bournemouth RFC and Dockers RFC), both with home grounds in the Borough. The area also hosts the Bournemouth University club. Increasing student numbers (unquantifiable in the long-term with any real accuracy) could increase demand arising from the University outside of projections made in the assessment. Both Bournemouth RFC and Bournemouth University teams have their home ground at Chapel Gate while Dockers RFC play at Barrack Road Recreation Ground. Team numbers are summarised below.



		Teams				
Club	Home Ground	Men	Women	Colt	Youth / Minis / Midi	Vets
Bournemouth RFC	Chapel Gate	5		1	20	
Dockers RFC	Barrack Road	1				
Bournemouth University	Chapel Gate	1	1			
Christchurch RFC	East Christchurch Sports and Social Club	1				
Oakmeadians RFC	Meyrick Park	3	1	2	13	
East Dorset RFC Iford		1			7	1
Poole RFC Turlin Moor		2	1		6	

⁸¹ World Cup 22 relates to the standard required of artificial turf for rugby. Pitches need to be tested every 3 years to remain World Cup 22 compliant. See

http://playerwelfare.worldrugby.org/content/getfile.php?h=363a53bd2243e43b6a56a54cad04b996&p=pdfs/World Rugby Regulation 2 EN.pdf for the full regulation.

- The Chapel Gate site also accommodates other play during the year such as schools' festivals and a rugby 7s tournament as well as hosting the University American Football team on the third pitch. There is a tag rugby (social) team which regularly books time on the pitch at Barrack Road throughout the year. We understand that a new club (Christchurch RFC) is also forming to start playing in the 2019/20 season and be based at the East Christchurch Sports and Social Club with a 1-year rolling lease, with the sports club having an 8 years remaining on the lease with the owners of the site. Meyrick Park also periodically hosts festivals, school and University matches and training. It is understood that the pitch at Barrack Road Recreation Ground is likely to be transferred from the local authority to a new Town Council⁸².
- Across the Borough there are 13 pitches with secure community use, 4 of which are at Turlin Moor in Poole, 4 of which are at Meyrick Park in Bournemouth and 5 of which are in Christchurch. There are 10 pitches with unsecure community use (6 of which are in Bournemouth, 1 of which is in Christchurch and 3 of which in Poole). Of the total supply of pitches, 10 in Poole, 2 in Christchurch and 3 in Bournemouth are not available for community use, all of which are on school sites.
- 14.6 Spatially, sub-areas P1, C5 and B1 host the secure community use pitches used by clubs while the Iford Playing Field used by East Dorset RFC and considered unsecure is in the eastern part of Bournemouth in sub-area B6. The Barrack Road pitch is in C3. This potentially leaves much of the Borough (particularly Christchurch and Poole) without easy access to a rugby club or community use pitches, although this is not unusual for rugby union where catchments will often be wider than other sports such as football or cricket. However, the northern part of Poole may see players play at Wimborne RFC just north of the Borough boundaries. The western part of Poole also probably sees

some exported demand to Lychett Minster RFC in the Purbeck area of Dorset while some players residing in Christchurch may play at Ringwood RFC to the north of the former Borough and Wimborne RFC to the north-west).

to the north-west).



- 14.7 Taking into account the pitches' quality (based on an assessment of drainage and maintenance regimes), carrying capacity in relation to their quality and how
 - much play (both matches and training) is taking place, the secure use club pitches used by Oakmeadians RFC at Meyrick Park (Bournemouth) are being significantly over-used by over 15 match equivalents (around 5 pitches of capacity). This impact is compounded by a high number of cancellations due to pitches being unplayable. The pitches at Turlin Moor (Poole) used by Poole RFC have capacity of around 5 match equivalents (almost 2 pitches of capacity) although most of this spare capacity is one mini / midi pitches. The unsecure pitch used by East Dorset RFC at Iford Playing Field is being over-used by just over 3 match equivalents (equivalent to around 1 pitch of capacity). The 3 main senior pitches at Chapel Gate are being over-played by almost 8 match equivalents (around 2-3 pitches of capacity). The two mini / junior pitches currently show some capacity to accommodate some growth. The Barrack Road pitch is currently being slightly over-played by 0.5 match equivalents (only around one-sixth equivalent of a full-size pitch's capacity).
- 14.8 Most unsecure pitches in the Borough are either available for community use and not used or not available for community use at all but given that (apart from the aforementioned Iford Playing Fields) they are all on education sites, they are unlikely to have much capacity for use without compromising their quality unless, for example, used only for mini / midi training or matches. However, established clubs are likely to prefer to use pitches at or close to their club base and so it is unlikely that any notional capacity will be used, particularly for adult teams where use requires floodlighting with most training for youth, colts and adult teams taking place on weekday evenings and where matches would

⁸² In all likelihood it seems that the use for sport of the land transferred will remain, but given uncertainty of the position on transfer and in the long-term for the rest of the PPS time period, for the purposes of understanding the balance between future demand and supply the pitch at Barrack Road will be classed as unsecure community use site. The club currently only has a one year rolling lease to use the pitch and so there is a questions over future certainty of use.

be unlikely to take place away from the club's base / home ground. The lack of capacity will constrain clubs' ambitions to grow particularly at Oakmeadians RFC at Meyrick Park but also for East Dorset RFC at Iford Playing Fields (with the latter also currently having uncertainty of future use on the current site which will need urgently to be resolved, especially around issues concerning the clubhouse). While the pitches at Turlin Moor that Poole RFC use have some capacity, most of this is on mini / midi pitches with some capacity spare on the senior pitches. It is noted that the club seems likely only to see limited growth in the future and so the pitch capacity should be protected to cater for current demand and future small-scale opportunities to grow. A pragmatic approach to protection of capacity on the site should be taken and demand on the site should be monitored to ensure the provision of supply is appropriate for demand.

- 14.9 The lack of capacity at Chapel Gate could constrain Bournemouth RFC's ambitions to grow although improvements to the quality of the pitches and floodlighting on more pitches would increase capacity on the site. Reconfiguration of pitches on the site could also be considered to enable additional pitch capacity to be introduced. We have been made aware that Bournemouth RFC is interested in relocating away from Chapel Gate to a site within Bournemouth (with interest in the site at Bournemouth School). This could be in whole or in part (for example, the adult and junior teams playing on split sites. There has also been a suggestion that if this happens and some or most capacity at Chapel Gate is freed-up, there could be an opportunity for Dockers RFC and East Dorset RFC (the latter currently based at Iford Playing Fields in Bournemouth) to co-locate at Chapel Gate. However, at the current time, there is no certainty about when, or if at all, Bournemouth RFC might move their home ground and to what degree and so a pragmatic approach should be taken to the protection of capacity on the site and demand should be monitored to ensure the provision of supply is appropriate for demand.
- 14.10 It is understood that the use of the Barrack Road pitch for rugby is only seen as a temporary solution to host Dockers RFC, which has been a nomadic club for a number of seasons. Options are currently being explored, notwithstanding the discussion points above about the future of which club or clubs play at Chapel Gate, of East Dorset RFC and Dockers RFC sharing the current home ground for East Dorset RFC at Iford Playing Fields with football use on that site transferring to Barrack Road⁸³.
- 14.11 With regard to the new club forming (Christchurch RFC) which has started to play at the East Christchurch Sports and Social Club in the 2019/20 season, as the data that informs the assessment is based on last season the figures do not take into account this new formed club and we cannot assess the quality of the ground at this point (at the time of drafting in May 2019). Therefore, for the purposes of looking forward, we assume that the club will form a single adult team and play on a single pitch at the site and that supply and demand will be in balance with some capacity for the pitch to accommodate some additional play if the club grows.
- 14.12 Despite the potential churn in where clubs play, it is clear that the existing supply (capacity) of rugby pitches available to club teams should be protected. Improving capacity at club pitches might be possible on some pitches (but not all) by making improvements to drainage and maintenance regimes (where this is possible), to relieve pressure on overplayed pitches by making other pitches more accessible (for example by introducing floodlighting where the additional play will not compromise quality) and securing additional pitch capacity if possible.
- 14.13 It is clear that the existing stock and supply of rugby pitches available to club teams should be protected. Improving capacity at club pitches might be possible on some pitches (but not all) by making improvements to drainage and maintenance regimes (where this is possible), to relieve pressure on overplayed pitches by making other pitches more accessible (for example by introducing floodlighting where the additional play will not compromise quality) and securing additional pitch capacity if possible.
- 14.14 Projecting demand forward as a result of population change, identified latent demand and growth aspirations of clubs, and adding in the current under-supply / overplay of capacity (where future provision is made purely on grass pitches) and a desire to secure use on the unsecure club site (on Iford Playing Fields), the pitch capacity requirement (for pitches of M1/D3 standard) by 2033 could equate to an equivalent capacity of up to 9.5 full size pitches in Bournemouth (6.5 for Oakmeadians

⁸³ It is understood that they have also explored use of East Dorset Sports and Social Club facilities owned by BAE at Hoburne.

RFC and 3 for East Dorset RFC), 11 in Christchurch and 0 (zero) in Poole (assuming that Poole RFC can find a way to utilise the spare capacity for their unmet demand and small amount of anticipated growth on their existing pitches).

14.15 The figures do not take into account improvements to the quality and capacity of existing pitches which could increase the amount of play that pitches can sustain and reduce the need for additional new pitches. Neither do they take into account the capacity which could be introduced by new pitches in the pipeline, namely, one new pitch which could form part of the facility at Slades Farm in Bournemouth. If this site in the pipeline is taken into account, this would reduce the demand in Bournemouth to 8.5 pitch equivalents. Improvements to the quality of club pitches could reduce the future demand for new pitches further. If, for example, the quality of pitches at Meyrick Park can be improved to "good" it could increase capacity by around 2 pitches, and if the Iford Playing Field pitch can be made secure community use and its quality can be improved it could increase capacity by around 0.5 a pitch. If the same approach is taken at Turlin Moor, capacity could increase by the equivalent of 1 pitch (helping to future proof provision for growth if it emerges as greater than that projected). This action is more urgent on the Meyrick Park pitches than Iford and Turlin Moor, given

the existing overplay and projected additional growth at Oakmeadians RFC. It could also become important at Iford Playing Fields (East Dorset RFC) if current issues relating to security of tenure can be overcome (and if the suggestion that Dockers RFC could relocate to Iford from their temporary ground at Barrack Road). Making the improvements in Bournemouth in addition to the provision of one additional pitch at Slades Farm would reduce the future demand to an equivalent of around 6 additional pitches. If security of tenure can be resolved at Iford and if



local authority concerns about use of the site for rugby can be satisfied, the use of one of the football pitches at Iford for rugby would help to deal with capacity issues on the site. However, it should be noted that at the current time, there remains debate about the Council's preferred sports use on the site.

- 14.16 There is a significant amount of displaced demand which may need to return to the Borough if available supply on current sites used is lost. Capacity needed as a result of loss of current levels of use at Chapel Gate would equate to around 5 grass pitches provided to "good" quality (predominantly for Bournemouth RFC use but also Bournemouth University for rugby and American football use).
- 14.17 In Christchurch, if existing pitches can be secured for community use and improvements can be made to the quality of those in standard condition this amount of capacity required could reduce to around 3 additional pitches, a number which could be reduced further if floodlighting is provided where maintenance can sustain a good quality pitch (D3 / M2 standard being able to accommodate 3.5 match equivalents per week).
- 14.18 The figures represent a "top end" figure for supply which would need to be carefully monitored to understand the realistic need for this number of pitches. As projections of demand and need are based on assumptions around increasing growth and participation, which may or may not come to fruition, additional provision should be responsive to demonstrable levels of demand prior to going ahead. The figures do not take account of a role that a 3G surface could play in adding significant capacity if it proves feasible, desirable and viable.
- 14.19 It is clear that additional pitch capacity may need to be identified or made available in Christchurch and Bournemouth in particular to accommodate demand to 2033 by the end of the strategy period. The provision of additional capacity will help to future proof and provide supply for club growth to 2033 and beyond. Any new pitches should be close to club grounds if possible, to maintain and enhance the financial viability and security of the clubs and minimise need for additional changing or clubhouse facilities. Reconfiguration of pitches at Chapel Gate could provide a small amount of additional capacity to accommodate current over-play from existing demand, for example for mini /

midi use and / or additional training capacity where floodlit but will not satisfy demand generated by current over-play and the projected demand to 2033. Equally, as identified above, a rugby compliant 3G pitch at Chapel Gate would increase capacity significantly to accommodate growth in demand and might also prove attractive for other clubs to utilise it given the site's role as a strategic multi-sport site serving both Christchurch, Bournemouth and a wider Dorset catchment. This opportunity should be explored within the context of the needs for football at the site if the 3G delivery strategy is followed for football which will enable all teams to have the opportunity to train on a 3G pitch.

14.20 Disused other sport pitches could help to provide additional supply if in the right location for use and where clubs will use grounds away from their home ground with the right facilities and secured community use and options should be explored during the strategy's delivery. However, a first step should be to maximise the capacity of the current pitches used by clubs with secure sites and a number of options for these sites are considered below.

Key Issues Snapshot

- 14.21 The assessment data and discussion with members of the steering group suggest the following key issues are most prominent:
 - Oakmeadians RFC is a large club with potential to grow the number of teams in the future.
 However, it has limited capacity to do so on its current site (Meyrick Park) and pitches are
 overplayed. Pitch quality improvements are key to ensuring the club can sustain current levels
 of (and increase) play at the site. A new pitch in the pipeline at Slades Farm will provide some
 additional capacity but not a sufficient amount to not require quality improvements to be made
 at Meyrick Park (i.e. Slades Farm is not a solution to overcoming capacity issues).
 - Poole RFC has capacity to grow at their ground at Turlin Moor, capacity which should be
 protected for future demand which could appear in the long-term. However, monitoring of
 demand should take place to ensure there is an understanding of the appropriate use of the
 capacity on-site. In light of current proposals for housing development at Turlin Moor, it will be
 important that capacity for rugby at the site is not reduced or displaced by the relocation of
 football pitches.
 - East Dorset RFC's ground at Iford Playing Fields does not have security of use for the club. This is a key issue which needs resolving in order for the club to access funding from RFU to improve capacity through provision of floodlighting. The site should be protected for rugby union use and discussions should continue about whether a football pitch on the site can be utilised for rugby in the future if the club grows and where current clubs and teams using the football pitch as their home ground are relocated to a permanent alternative secure community use pitch. There are other issues relating to the club's use of the facilities that need resolving between BCP Council and the rugby club.
 - Bournemouth RFC is a large club, and which has expressed an intention to move away from
 Chapel Gate. However, the capacity at the site should be protected as current tenants moving
 away could provide an opportunity for other clubs (for example, Dockers RFC and East Dorset
 RFC have indicated a willingness to consolidate on a single site and move away from their
 current grounds at Barrack Road and Iford respectively.
 - While Chapel Gate is considered a strategically important facility across a wider area than just Christchurch (including Bournemouth and southern Dorset), it's location on the northern edge of the Borough means that it is not well-related (in terms of proximity) to much of Bournemouth's and Christchurch's main population along the coast.
 - A rugby compliant 3G pitch could be explored to increase available capacity for rugby and also help deliver additional capacity for football training at Chapel Gate or Slades Farm (as a second 3G pitch alongside the football 3G in the pipeline) or another site.

Demand Summary

- 14.22 The demand summary for the strategy and the "direction of travel" it should take for rugby union provision is as follows. However, it is important to note that figures **should not be read or relied upon in isolation** outside of the context provided by the strategy recommendations.
 - i) Taking current demand into account and comparing to supply, pitches with secure use at Oakmeadians RFC (Meyrick Park) are overplayed by a total of 15.25 match equivalent sessions per week (an equivalent of around 5 good quality pitches of capacity). Pitches at Poole RFC (Turlin Moor) have a small amount of residual capacity of 5.5 match equivalents (an equivalent of around 2 good quality pitches of capacity) although much of this arises on mini / midi pitches. Pitches at East Dorset RFC (Iford Playing Fields, currently unsecure use) are overplayed by a total of -3 match equivalents (an equivalent of around 1 good quality pitch of capacity). Senior pitches at Chapel Gate are overplayed by a total of 7.75 match equivalent sessions per week (an equivalent of around 2-3 good quality pitches of capacity). The junior / mini pitches at Chapel Gate have capacity equating to 1 full size match equivalent. The pitch at Barrack Road sees a small amount of over-play of 0.5 match equivalent per week.
 - ii) Other unsecure community use pitches are likely to have negligible (if any) unused capacity, but in any case, cannot be relied upon for club use given that they have no long-term security of use. Rugby clubs are also unlikely to use spare capacity away from their home ground, particularly for senior matches.
 - iii) Demand is projected to increase by 2033. Taking into account overplay at existing sites, a desire to move away from or secure use of unsecure sites the need to accommodate a small amount of latent demand (in Christchurch) and the demand for additional new capacity, this translates into an equivalent need for additional capacity of 9.5 good quality full size pitches in Bournemouth, 3 good quality full size grass pitches in Christchurch and none in Poole. Additional pitch capacity could be provided through a combination of: improving the quality and / or maintenance regimes of existing pitches to improve quality from "poor" or "standard" to "good"; providing floodlighting to increase evening training capacity; securing community use on current unsecure sites; new additional pitches at existing club grounds where feasible; introduction of the new pipeline pitch at Slades Farm; consolidating rugby use and increasing pitch capacity on shared sports pitch sites and / or, a rugby focused 3G pitch.
 - iv) Provision of new additional pitches will need to respond to demonstrable demand "on the ground". A "plan, deliver, monitor, manage" approach should therefore be taken to the provision of additional capacity.

Recommendations

14.23 The above assessment conclusions suggest that the approach to the PPS strategy for **rugby** should be as follows:

PROTECT

- RR1) Protect, in particular, club sites, pitches and their capacity at Meyrick Park (Bournemouth), Chapel Gate (Christchurch), Turlin Moor (Poole), Iford Playing Fields (Bournemouth) and "overflow" capacity provided at Slades Farm (Bournemouth). This will protect carrying (playing) capacity for current and projected demand as well as any capital investment made to date to support the clubs (for example, RFU investment at Iford). Regular monitoring of the balance between supply and demand should take place to ensure that appropriate use of available capacity is being made and confirm that any spare "headroom" capacity to accommodate growth is not surplus to rugby union use. In light of current proposals for housing development at Turlin Moor, it will be important that capacity for rugby at the site is not reduced or displaced by the relocation of football pitches.
- RR2) Whether or not Bournemouth RFC remain at Chapel Gate in whole or in part, the substantial amount of rugby pitch capacity at Chapel Gate should be protected as any spare capacity realised from the current club moving could benefit other clubs in Christchurch and Bournemouth and continue to benefit the University rugby teams. The pitch at Barrack Road should be protected for rugby union

- use in the short term, at least while it remains Dockers RFC's home ground and until a suitable replacement (preferably permanent secure use ground) is found.
- RR3) Monitor the position in relation to clubs which have rolling annual, short- and medium-term leases for their home ground during the strategy period to ensure in advance of their expiry that they are renewed to provide certainty into a new period, preferably for the long-term.
- RR4) Regular monitoring of the balance between supply and demand should take place to ensure that appropriate use of available capacity is being made and confirm that any spare "headroom" capacity to accommodate growth is not surplus to rugby union use.
- RR5) Protect the quality of changing facilities through formal agreements to maintain the quality to a good standard including regular and timely cleaning.

ENHANCE

- RR6) Enhance capacity on existing club pitches (at Meyrick Park (Bournemouth), Turlin Moor (Poole), Chapel Gate (Christchurch) and Iford Playing Fields (Bournemouth)) by improving quality through improved drainage (where viable / subject to funding and a business plan being in place to ensure maintenance costs are catered for in the long-term), by introducing floodlights where necessary and feasible and by improving maintenance to ensure that the better quality is sustained in the long-term. Improvements in the quality of the pitches at Meyrick Park and Chapel Gate are particularly important given the size of the clubs which use them, and levels of play experienced on the pitches.
- RR7) Enhance the quality of changing and other ancillary facilities where necessary and possible to help ensure the quality of the experience for the sport is enhanced.
- RR8) Seek to enhance capacity and quality by enabling the consolidation of rugby at home grounds, considering the resettling of other sports sharing use of rugby pitches or sites where feasible and viable and where in the interests of both clubs using the pitches (for example, to improve quality and capacity for both uses). For example, this should continue to be explored during the strategy period should demand require it at Iford Playing Fields (East Dorset RFC).
- RR9) Gain the secure community use of clubs' home pitches which do not currently have secure community use, to provide certainty of future supply and enable clubs and users to access necessary funding to invest in improvements, unless alternative reasonable secure community use sites can be found for relocation.

PROVIDE

- RR10) Seek to provide additional capacity, where needed, at (or, if this is not possible, within close proximity to) existing club home grounds as a preference over sites far from home grounds, where physical, ownership and planning constraints do not prevent such change. This will help to ensure the long-term financial stability of clubs given the social tradition and culture of the sport. Developer contributions sought for pitch provision / improvements for rugby should (for example, from the Community Infrastructure Levy or section 106 planning obligations) where feasible within planning regulations be considered first as contributions towards existing rugby club sites given the nature of how and where rugby is played (as a club on-site based sport). This could help to avoid contributions being sought or spent inappropriately on sites which may be remote from existing club home grounds and infrastructure and help to ensure any new provision or additional capacity provided through development is used (and in the most effective way).
- RR11) Enable the supply of additional pitch capacity to accommodate existing overplay and future demand to a total equivalent capacity of 9.5 good quality full size pitches across Bournemouth and 11 in Christchurch (10 of which are required at Chapel Gate). 4 of this capacity in Christchurch is generated by additional demand to 2033 and 7 pitch equivalents are the result of the amount of over-play on existing pitches at Chapel Gate. (In Poole, there is insufficient demand for identification of additional pitch capacity with a focus required on increasing capacity through pitch improvements (see Enhance). However, current provision should be protected, and needs monitored to cater for potential growth.)
- RR12) The total amount of additional supply should come from a variety of sources, i.e. the projected demand is unlikely to need to be delivered solely through additional, new, grass pitches. Increased capacity to this amount will come from a combination of:
 - a. Increase reliability of pitch use and improving the quality and / or maintenance regimes of existing pitches to improve quality from "poor" or "standard" to "good" (where viable / subject

to funding and a business plan being in place to ensure maintenance costs are catered for in the long-term) (see **Enhance**)⁸⁴;

- b. providing floodlighting to increase evening training capacity (see **Enhance**)85;
- c. securing community use on current non-club unsecure sites if possible and feasible for club use;
- d. using any available spare capacity at other club grounds within the Borough where feasible⁸⁶;
- e. new additional pitches at existing club grounds where feasible;
- f. introduction of new grass pitch at the Slades Farm pipeline site⁸⁷;
- g. consolidating rugby use on shared sports pitch sites or exchanging use of a football pitch to rugby use where feasible⁸⁸; and / or,
- h. a rugby focused 3G pitch, for example at Chapel Gate or Slades Farm (as a second 3G pitch alongside the football 3G in the pipeline) or another site.

The total capacity provided by the above measures (not including a rugby compliant 3G pitch) could equate to additional 8.5 pitches of capacity provided in Bournemouth and 3-4 in Christchurch, if they are all possible and feasible. Monitoring can then establish whether the additional 1 pitch in Bournemouth would be necessary to 2033 if demand "on the ground" demonstrates need. If growth projected in Christchurch appears "on the ground", after these measures have been taken, up to a further 7 grass pitches could still be required. This points towards exploring whether additional grass pitches can be provided at Chapel Gate and serious consideration of locating a rugby compliant 3G pitch as a solution which should be considered in the medium to long-term of the strategy period if demand emerges as projected. If a shared rugby and football 3G is seen as a solution for both sports, a programme of use and certainty of availability for each sport should be agreed.

Advisory Standards

- 14.24 With regard to provision of new, additional and / or improved facilities and pitches, the following advisory guidelines are provided:
 - i) Quality: Pitches and facilities should conform to the most up-to-date NGB guidance. New pitches should be provided to good quality able to accommodate 3.5 match equivalent sessions per week with an appropriate maintenance regime to maintain this quality.
 - ii) Accessibility: Pitches and facilities should conform to the most up-to-date Building Regulations and NGB guidance; be easily and safely accessible by cycle, foot and public transport; have secure cycle storage / parking; and, have sufficient car parking spaces to accommodate demand for the use of the facility and any associated shared uses and comply with the most up-to-date Highways Authority, Local Planning Authority and Sport England requirements / guidance. Ancillary facilities should be secure. Clubs and teams should be able to access a grass pitch for matches or training at or close to the home ground, subject to the balance of provision with rugby compliant 3G pitches. However, provision of grass pitches should not be made in locations where the cost of ensuring quality, viability in the long-term (of the pitch or club) or security of a facility is in doubt.
 - iii) Quantity: see recommendations above. Alongside this assessment's recommendations and the strategy for pitches, the Sport England Playing Pitch Calculator should be used by the local authority to generate baseline figures for pitch requirements relating to new development sites (usually at the pre-application stage of the planning process). Such figures must be used only as a starting point and not used in isolation without reference to area requirements for need and demand set out in the assessment report and strategy. It is important that users of the calculator obtain the latest version from Sport England as it is periodically updated.

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⁸⁴ would introduce equivalent of 2.5 pitches capacity in Bournemouth and additional 1 pitch in Poole

⁸⁵ one seventh of a full-size pitch per adult team based on 0.5 match equivalent for training in evening for 1 team and good quality pitch accommodating 3.5 match equivalents

⁸⁶ additional 1 pitch equivalent capacity spare

⁸⁷ additional 1 pitch

⁸⁸ for example, 1 additional at Iford if the football pitch use is changed to rugby

15. CROSS-SPORT

Recommendations

15.1 The following recommendations are common across all sports.

PROTECT

- GR1) Proposals for development which have an implication for the use of an existing pitch (such as change of land use) should take into account the recommendations of this strategy and policies of relevance in adopted Development Plans relevant to the site / pitch (i.e. Adopted Local Plans, other Development Plan Documents and Made Neighbourhood Plans).
- GR2) Maintain the quality of existing pitches to at least current standards where they have a quality rating of "standard" or "good".
- GR3) Protect the existing supply of pitches identified in the assessment (and the capacity they provide) unless the strategy proposes their replacement or alternative re-use for sport, leisure and recreation or unless replacement equivalent capacity can be provided elsewhere to an equal or better standard (i.e. "net improvements") reflecting the demand and type of use required "on the ground" by clubs. The PROVIDE sections set out criteria which responds to proposals where the loss of a pitch is unavoidable. Where pitches are lost for formal pitch use, where appropriate, seek to ensure that there is significant policy protection through the Local Plan or Neighbourhood Plans or legal means to prevent their loss as open or green space.

ENHANCE

- GR4) Improve the current use of existing pitches, where physically and logistically possible, by considering flexibility of when matches take place.
- GR5) Enhance the quality of existing secure community use pitches or consider replacement, for example, where flooding / waterlogging is known to be an issue preventing consistency and certainty of play by improving drainage (where viable / subject to funding and a business plan being in place to ensure maintenance costs are catered for in the long-term).
- GR6) Gain the secure use of pitch sites which currently have unsecure use through clubs and relevant authorities working with pitch providers / owners to seek a long-term secure use agreement to provide certainty of supply and reduce the need for additional new pitches (where desirable by the club and provider).

PROVIDE

- GR7) Where the loss of an existing pitch is unavoidable, ensure that replacement pitch capacity and associated facilities are provided to a good quality standard in a location appropriate to demand to mitigate loss and compliant with NGB requirements. Opportunities should be taken to replace pitches to a better quality than the provision they are replacing.
- GR8) Ensure that the provision of any new pitches, floodlighting and facilities meet the most up-to-date quality design standards and dimensions supported by the relevant NGB and Sport England. Sport England's up-to-date design guidance documents⁸⁹ should be used and particular reference within the wider context of development should be made to Sport England / Public Health England's Active Design guidance⁹⁰ alongside the Government's national design guidance.
- GR9) Ensure that any new facilities and other associated pitch infrastructure are provided to meet the most up-to-date Building Regulations, including, but not restricted to, those relating to accessibility.

⁸⁹ See https://www.sportengland.org/facilities-and-planning/design-and-cost-guidance/

⁹⁰ See https://www.sportengland.org/facilities-and-planning/active-design/

- GR10) Ensure that any new pitches and facilities have a sustainable long-term business and financial management plan in place to ensure long-term viability. This must include arrangements for a maintenance programme agreed between the provider, local authority and the NGB and a sinking fund to ensure that the replacement or refurbishment of the pitch surface is viable when renewal is likely to be required or a sink fund to cover costs of maintenance of the playing surface where grassed. Sink funds established should be monitored to ensure that collection is taking place. It should also include a management and maintenance regime appropriate for the surface and level of use agreed with the appropriate bodies (for example, BCP Council, NGBs and / or Sport England). The provider must report to the local authority, Sport England and the NGB on an annual basis on the state of the sink fund and statement of availability and use during the agreed peak period hours. Sink funds established should be monitored to ensure that collection is taking place.
- GR11) Ensure that any proposed new pitches with community use have certainty of users (clubs / teams) committed to them and that commitments to the management and maintenance of the ground are in place prior to delivery.
- GR12) Ensure that all new pitches and facilities have a secure community use agreement in place for the long-term (preferably in perpetuity) and that the appropriate body is identified to monitor and enforce such agreements.
- GR13) New pitches and ancillary facilities should be as physically secure as possible and, where feasible, be resistant to dog fouling and vandalism.
- GR14) Provision of new additional pitches which increase net capacity / supply will need to respond to demonstrable demand "on the ground". This is particularly important in the latter part of the strategy period to ensure that supply responds to demand which has actually come forward particularly in relation to the balance of supply to accommodate demand for match play between artificial and grass surfaces.
- GR15) A "plan, deliver, monitor, manage" approach should therefore be taken to the management and any necessary "re-packaging" of existing supply and the provision of additional capacity.
- GR16) The provision of additional pitches and / or facilities should be closely co-ordinated between NGBs, clubs, leagues, Sport England, the local authority, and the land-owner (where not one of the aforementioned bodies) to ensure that additional supply responds to required demand.
- GR17) Support opportunities to utilise sites not currently available for community use where the provider has indicated a desire to do so, where they fill a spatial gap in supply, address a local team's demand not already catered for locally and where secure use can be agreed.
- GR18) For development detailed in the adopted Community Infrastructure Levy (CIL) Infrastructure list, CIL monies could in theory be secured towards the upgrade and management of existing strategic outdoor sports and recreation provision and creation of new provision and associated facilities (this includes playing pitches as identified in the PPS). However, current established CIL spending priorities suggest this is unlikely. It is recommended that local authority officers consider the benefits of bringing forward new and improved facilities related to development through s106 planning obligations as the most appropriate mechanism to understand and apply requirements generated for sports pitches and ancillary facilities by a given population.

16. OTHER PITCH SPORTS

16.1 In addition to undertaking a fully compliant PPS guidance assessment for the main pitch sports, we were asked by the Borough Council to undertake a short assessment of some other pitch sports that we were advised by the steering group to consider: Lacrosse and American Football.

American Football

There is one American Football club operating in Bournemouth, Bournemouth Bobcats. They are formerly a nomadic club, currently having no home ground as there base year after year. There have been discussions about shared use of East Dorset RFC's rugby ground in the past if a second rugby pitch could be secured at the site, but this option use has proven challenging to secure at the site. There could be opportunities to accommodate the club at the new pitch site at Slades Farm and this is an option which should be considered moving forward. Bournemouth University has an American Football team which plays predominantly at Chapel Gate. Figures for demand were incorporated into use of the rugby pitches.

Lacrosse

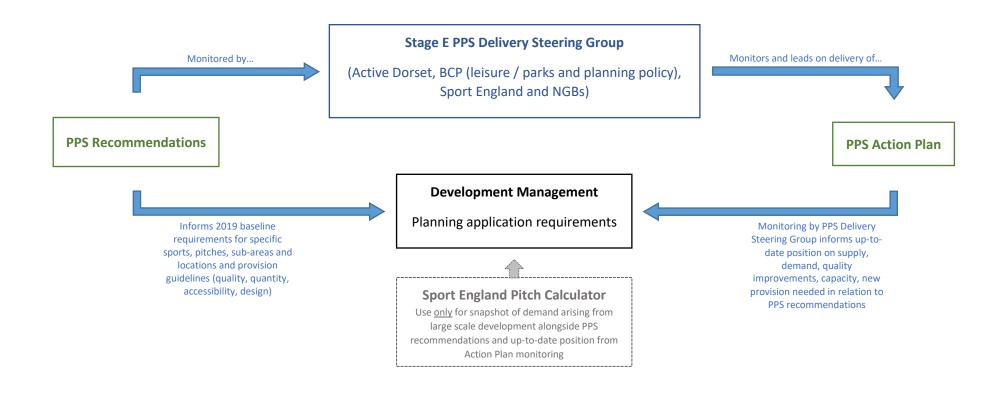
- Lacrosse in the study area has had a history of having sufficient numbers to form a club with teams in some years and not in others. Distance is a key issue for club members with the sparsity of clubs meaning that there are long travelling distances which is not always convenient for players, although tournament format for matches can help mitigate this issue. Participation numbers ebb and flow and can change from year to year with a good proportion of players being students from the University. This reliance on student numbers means that club formation is very reliant on a fluctuating pool of players. However, the University can have as many as 3 teams, mainly at Chapel Gate.
- 16.4 England Lacrosse has been trying to establish a club with a more stable number of players to maintain 1 women's and 1 men's team. Teams can use a good quality grass pitch for matches but there is a preference to use a 3G pitch, with sand based artificial pitches only acceptable for training. Clubs have used both Chapel Gate and Talbot Heath School in the past and provision should be made as this strategy is delivered for certainty of capacity to be established at a site suitable for a club's demand within the Borough through ongoing discussion with England Lacrosse, the Club and pitch providers.

17. Action Plan Framework

(What needs to be done to implement the strategy?)

- PPS guidance requires an Action Plan to be consulted upon with the strategy. Following consultation on the draft strategy and any changes made as a result, confirmed recommendations and actions will be set out and monitored in a "live" action plan framework which members of the steering group will have a responsibility to update and implement. As noted earlier this implementation will also depend on steering group members co-ordinating and working closely with clubs, teams, league organisers, providers, owners of current pitches and owners of pitches and potential sites for additional pitches. The action plan framework will, in time, be updated by BCP Council to confirm options presented in this strategy as further work during implementation is done on feasibility, viability and implications of other actions is fully understood. The action plan table below sets out priorities identified by each member of the steering group.
- We have also set out a table below which summarises the recommendation reference numbers against those who are likely to use or have responsibility for them and a guide for local authority officers with regard to the key factors to think about when considering development proposals.

Guide to Interface between Delivery and Use of Strategy Recommendations to Inform Planning Applications



18. Monitoring and Review

(How will the implementation of the strategy and action framework be monitored and reviewed?)

- As referred to in the strategy recommendations, it is important that the strategy and impact of its actions are monitored to ensure that supply matches demand "on the ground". This is particularly important later during the strategy period given that future demand in the longer-term is less accurate given that it is based on projections. As actions are implemented, a "plan, deliver, monitor, manage" approach should be employed.
- 18.2 It is recommended that the strategy is reviewed after a period of 3 years or before this time should substantive changes be made to supply, demand or implications of change likely to take place during the strategy period (such as significant confirmed or adopted changes in levels of housing or population growth). Equally, other triggers for a review before this time could be changes to planning or sports policy or the methodology used to assess playing pitches and / or facilities or the desire to better understand likely provision required beyond the current adopted development plan periods.

19. Glossary

(Explanation of technical terms and abbreviations)

Term	Description
3G	Third generation AGP usually dressed with rubber crumb. The surface is commonly used for football but can also be used for rugby where sufficiently sprung to reduce / absorb impact.
AGP	Artificial Grass Pitch, sometimes referred to as an ATP (Artificial Turf Pitch). The term covers all types of artificial pitch including, sand based, sand dressed, water based and 3G.
Carrying capacity	Knowing the quality of a grass pitch allows us to make an assumption of how many matches each size and type of pitch should be able to accommodate without leading to deterioration of the pitch's quality. This is called its carrying capacity. The figures are provided as "match equivalent sessions per season" for cricket pitches and "match equivalent sessions per week" for rugby union and football. Any use of a pitch, when demand is considered is converted to this unit of measurement for ease of comparison. The assumption of match equivalent sessions for quality ratings is based on guidelines provided by sports governing bodies. The carrying capacity of AGPs is measured in the amount of time in hours available for community use in the peak period.
Demand:	
Current demand	Demand demonstrated as existing "on the ground" during the season when data is collected for the PPS.
Latent demand	"Whereas unmet demand is known to exist latent demand is demand that evidence suggests may be generated from the current population should they have access to more or better provision. This could include feedback from a sports club who may feel that they could set up and run an additional team if they had access to better provision. Details of the potential amount and type of any latent demand in the study area should be sought." (Paragraph B37, Playing Pitch Strategy Guidance, 2013, Sport England)
Unmet demand	"Current unmet demand could be in the form of a team that has currently got access to a pitch for its matches but nowhere to train or vice versa. It could also be from an educational establishment that is currently using an indoor facility because of the lack of access to outdoor pitch provision. Along with a lack of pitches of a particular type being available to the community unmet demand may be due to the poor quality and therefore limited capacity of pitches in the area and/or a lack of provision and ancillary facilities which meet a certain standard of play/league requirement. League secretaries may be aware of some unmet demand as they may have refused applications from teams wishing to enter their competitions due to a lack of pitch provision which in turn is hindering the growth of the league. As it is known to exists any unmet demand recorded should be easily quantifiable e.g. a training session for one team on a weekday evening."
Aspirational future demand	(Paragraph B36, Playing Pitch Strategy Guidance, 2013, Sport England) Demand that a club might identify as likely or desirable to come forward during the strategy period.
Displaced demand	"Displaced demand generally relates to play by teams or other users of playing pitches from within the study area (i.e. from residents of the study area) which takes place outside the area. It is important to know whether this displaced demand is due to issues with the provision of pitches and ancillary facilities in the study area, just reflective of how the sports are played (e.g. at a central venue for the wider area) or due to the most convenient site for the respective users just falling outside

Term	Description
	of the LA/study area. It is therefore important to establish:
	What displaced demand exists and why including the amount and type of
	demand (e.g. a senior match on a natural grass pitch, a junior training session on
	an AGP);
	Whether those generating the displaced demand would prefer to play within the
	study area and where."
202	(Paragraph B34, Playing Pitch Strategy Guidance, 2013, Sport England)
DCB	Dorset Cricket Board, the county cricket association.
ECB	England Cricket Board, the NGB for cricket.
EH	England Hockey, the NGB for hockey.
FA	Football Association, the NGB for football.
FF	Football Foundation
LP	Local Plan
Match equivalents	See "carrying capacity"
NGB	National Governing Body (for sport)
NP	Neighbourhood Plan
NPPF	National Planning Policy Framework
NPPG	National Planning Practice Guidance
	The period of time used to compare community use on AGPs. The peak period is
Peak period	typically Mon-Thurs 5pm-9pm, Fri 5pm-7pm and Sat and Sun 9am-5pm, a total of 34
	hours per week.
PPS	Playing Pitch Strategy
RFU	Rugby Football Union, the NGB for rugby union.
SE	Sport England
	Team Generation Rate, a calculation used to estimate future numbers of teams for
TGR	the main pitch sports based on population projections set against the existing
	number of teams within the current population.
HFA	Hampshire FA, the county football association.
DFA	Dorset FA, the county football association.

Appendix 1: Location of Pitches

Pitches Key for Tables which Follow

PPS Id – C = cricket; n = nets, a or b = artificial, F = grass football, AGP = artificial grass pitch, R = rugby union

PPS Id	Pitch / Ground Name / Location
	Bournemouth Boys
C43, C44a	Grammar School
	Branksome Recreation
C1, C2a, C2b	Ground
C3, C4a, C4b	Broadstone Cricket Club
C48a	Broadstone Middle School
C5, C45a	Broadstone Recreation Ground
C8, C9a	Carter Community School
C49, C29a,	
C49n, C50,	Chanal Cata
C50n1, C50n2,	Chapel Gate
C51, C51a	
C53a	Christchurch Junior School
C10a	Corfe Hills School
C11	Dean Park
C52	East Christchurch Sports
C52	and Social Club
C12a	Harewood College
C54a	Highcliffe Academy
C55a	Highcliffe St Mark Primary
CSSa	School
C56, C56a	Hurn Bridge Sports Club
C14	Kings Park 1
C16, C17a	Kinson Manor Playing Fields
C18	Littledown Park
C57, C57a	Mudeford Rec
C22	Oakmead College of
C22	Technology
C23	Parkstone Grammar School
C24, C25a,	
C26, C27a, C27b	Poole Grammar School
C28a	Poole High School
C29, C30a	Poole Park
	St Peters Catholic School
C32a	(Lower School)
	St Peters Catholic School
C33a	(Upper School)
C34, C35a,	
C35b	The Hamworthy Club
C36, C37a	Wallisdown Playing Fields
	Whitecliff Recreation
C38, C47a	Ground
C58, C58a	Wingfields Rec
C59	Winkton Fields
C39a, C39b,	Winton Arts and Media
C40	College
C41, C42a	Winton Recreation Ground

F1, F2 F210 Barrack Road Rec F4 Bournemouth Collegiate School F5 Bournemouth Collegiate School Prep F6, F7, F8 Bournemouth Electric Club F153, F154, F155, F156 Girls Branksome Heath Middle School F10, F11, F12, F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, F159 Canford Heath Middle School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cub F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F47, F48, F51 Kings Park Imports And Rec	PPS Id	Pitch / Ground Name / Location
F210 Barrack Road Rec F4 Bournemouth Collegiate School F5 Bournemouth Collegiate School Prep F6, F7, F8 Bournemouth Electric Club F153, F154, F155, F156 Girls F9 Branksome Heath Middle School F10, F11, F12, F13 Branksome Recreation Ground F149, F152 Broadstone Middle School F211 Burton Rec F157, F158, F159 School F211 Burton Rec F157, F158, F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fennheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F181 Hare Bridge Sports Club F39, F40 Highcliffe Rec F180 Kings Park (AFCB)	F1, F2	Ashdown Leisure Centre
F5 School F5 Bournemouth Collegiate School Prep F6, F7, F8 Bournemouth Electric Club F153, F154, F155, F156 Girls F9 Branksome Heath Middle School F10, F11, F12, F13 Branksome Recreation Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		Barrack Road Rec
F5 School Prep F6, F7, F8 Bournemouth Electric Club F153, F154, Bournemouth School for F155, F156 Girls F9 Branksome Heath Middle School F10, F11, F12, Branksome Recreation Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle School F15, F16, F17, F18, F19, F20, Canford Park Sports Ltd F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F4	_
F153, F154, F156 Girls F9 Branksome Heath Middle School F10, F11, F12, Branksome Recreation F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle School F15, F16, F17, F18, F19, F20, Canford Park Sports Ltd F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Rec F180 Highcliffe Rec F180 Highcliffe Rec F181 Hurn Bridge Sports Club F39, F40 Highcliffe Sports Club F39, F40 Kings Park (AFCB)	F5	_
F155, F156 Girls F9 Branksome Heath Middle School F10, F11, F12, Branksome Recreation F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle School F15, F16, F17, F18, F19, F20, Canford Park Sports Ltd F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Rec F180 Highcliffe Rec F180 Highcliffe Rec F181 Hurn Bridge Sports Club F39, F40 Highcliffe Sports Club F39, F40 Kings Park (AFCB)	F6, F7, F8	Bournemouth Electric Club
F9 Branksome Heath Middle School F10, F11, F12, Branksome Recreation F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle School F15, F16, F17, F18, F19, F20, Canford Park Sports Ltd F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 Bast Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Rec F180 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F153, F154,	Bournemouth School for
F9 School F10, F11, F12, Branksome Recreation F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, Highcliffe Academy F176 Highcliffe Rec F180 F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F155, F156	Girls
F13 Ground F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F9	
F149, F152 Broadstone Middle School F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F180 F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F10, F11, F12,	Branksome Recreation
F213 Burton C of E Primary School F211 Burton Rec F157, F158, Canford Heath Middle F159 F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F24 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F180 F100 Playing Fields F30, F40 F107 Playing Fields F31, F180 F108 Pields F109 Pields F109 Pields F1100 Playing Fields F1110 Pields F1110 Pields F1111 Pields F11111 Pields F11111 Pields F11111 Pields F1111 Pields F1111 Pields F1111 Pields F11111	F13	Ground
F211 Burton Rec F157, F158, Canford Heath Middle F159 School F15, F16, F17, F18, F19, F20, Canford Park Sports Ltd F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F149, F152	Broadstone Middle School
F157, F158, F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F180 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F213	•
F159 School F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F211	Burton Rec
F15, F16, F17, F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F24 Corfe Hills School East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Rec F180 Highcliffe Rec F180 F181 Hurn Bridge Sports Club F39, F40 F16rd Playing Fields F49, F50 Kings Park (AFCB)	F157, F158,	Canford Heath Middle
F18, F19, F20, F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F159	School
F21, F22 F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F15, F16, F17,	
F23 Carter Community School F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F18, F19, F20,	Canford Park Sports Ltd
F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club Corfe Hills School East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F21, F22	
F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F23	Carter Community School
F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 F170	F164, F219,	
F165, F166, F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F175, F184,	
F167, F168, F169, F173, F220, F212, F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F192, F201,	
F167, F168, F169, F173, F220, F212, F218 F170	F165, F166,	Chanal Gata
F220, F212, F218 F170 Christchurch Junior School Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F167, F168,	Chapel Gate
F218 F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F169, F173,	
F170 Christchurch Junior School F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F220, F212,	
F24 Cobham Sports and Social Club F25, F26 Corfe Hills School F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F218	
F24 Club F25, F26 Corfe Hills School East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F170	
F171, F172 East Christchurch Sports and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F24	
F171, F172 and Social Club F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F25, F26	
F27, F28, F29 Fenners Playing Field F30, F31, F139, F140 Fernheath Playing Fields F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F171, F172	
F30, F31, F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		
F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		Fenners Playing Field
F139, F140 F33, F34 Harewood College F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		Fernheath Plaving Fields
F36, F37 Haymoor School F177, F178, F179 Highcliffe Academy F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		, -
F177, F178, F179 F176 Highcliffe Academy F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		_
F179 F176 Highcliffe Rec F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	-	Haymoor School
F180 Highcliffe St Mark Primary School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)		Highcliffe Academy
F180 School F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F176	Highcliffe Rec
F181 Hurn Bridge Sports Club F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F180	Highcliffe St Mark Primary
F39, F40 Iford Playing Fields F49, F50 Kings Park (AFCB)	F181	
F49, F50 Kings Park (AFCB)		
	F47, F48, F51,	Kings Park

PPS Id	Pitch / Ground Name / Location
F52, F53, F54, F55	
F56, F57	Kinson Manor Playing Fields
F76, F77	LeaF Elite Athlete Academy
F58, F59, F60, F144, F145	Learoyd Playing Fields 1
F61, F62, F63, F64, F65, F66, F67, F68, F69, F70, F71	Littledown Park
F151	Manorside Academy
F182, F183	Mudeford Junior School
F185	Mudeford Wood Community Centre
F72, F73	Muscliff Park
F74, F75 (Poole Town FC)	Oakdale Middle School
F78	Parkstone Grammar School
F79, F80, F81	Pelhams Park Leisure Centre
F82, F83, F84, F85, F146, F147, F148	Plainfields Farm Recreation Ground
F86, F87, F88, F89	Poole Grammar School
F90, F91, F162, F163	Poole High School
F92, F93	Rossmore Leisure Centre
F94	Royal Marines Poole
F95, F96, F97, F98, F99, F100	Sherborn Crescent OS
F186, F187	Somerford Primary Community School
F107	St Edwards School
F174	St Joseph's Catholic School
F160	St Joseph's School
F108, F109	St Peters Catholic School (Lower School)
F110	St Peters Catholic School (Upper School)
F111, F112, F113, F114	Strouden Playing Fields
F150	Talbot Primary School
F115	The Bicknell School
F116, F117	The Bishop of Winchester Academy
F118	The Bourne Academy
F188, F189, F190, F214,	The Grange Academy

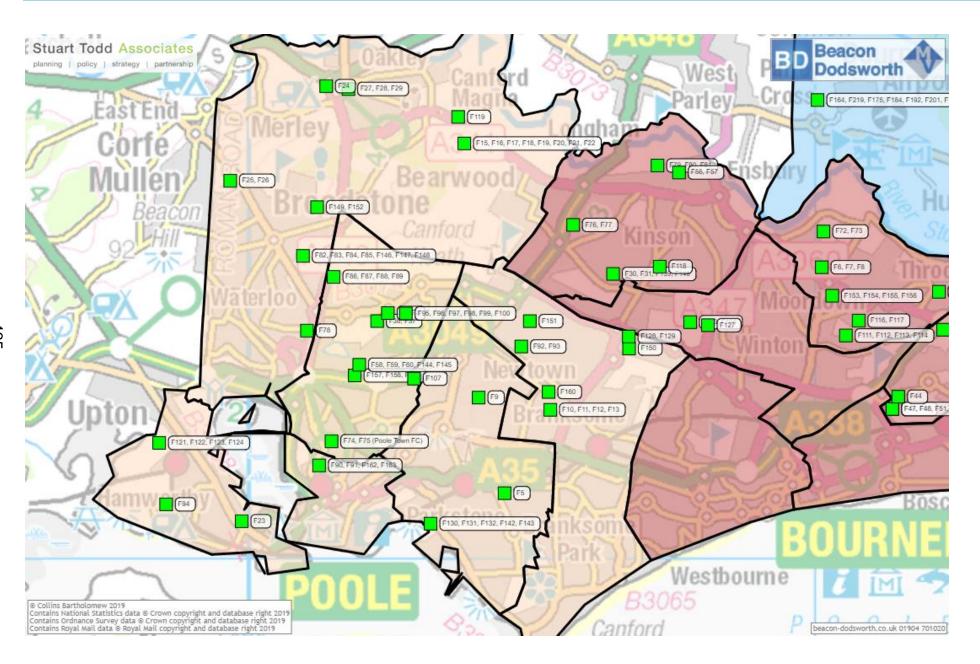
PPS Id	Pitch / Ground Name / Location
F215, F216,	LOCATION
F217	
F119	The Hamworthy Club
F120	Townsend School
F121, F122,	Turlin Moor Recreation
F123, F124	Ground
F191, F193, F194	Twynham Academy
F127	Victoria Park
F44	Vitality Stadium
144	(Bournemouth AFC)
F128, F129	Wallisdown Playing Fields
F195	Waterman's Park
F130, F131,	Whitecliff Recreation
F132, F142,	Ground
F143 F196, F197,	
F198, F199	Wingfields Rec
F200, F202,	
F203, F204,	
F205, F206,	Winkton Fields
F207, F208,	
F209	
F133, F134	Winton Arts and Media
1133,1134	College
R32	Barrack Road Rec
R1	Carter Community School
R33, R34, R35, R36, R37, R40	Chapel Gate
R2, R29	Corfe Hills School
R3	Harewood College
R4	Iford Playing Fields (rugby)
R7, R8	LeaF Elite Athlete Academy
R5, R6, R26, R27	Meyrick Park
R9, R10, R11, R12, R13, R14	Poole Grammar School
R15, R16	Poole High School
R17	Royal Marines Poole
R18	St Edwards School
R19, R20	St Peters Catholic School
112,1120	(Lower School)
R21	St Peters Catholic School
	(Upper School)
R22	The Bishop of Winchester
D20	Academy The Grange Academy
R38	The Grange Academy Turlin Moor Recreation
R23, R24, R28, R30, R31	Ground
R39	Twynham Academy
1133	i vv yiiiiaiii Acadeiiiy

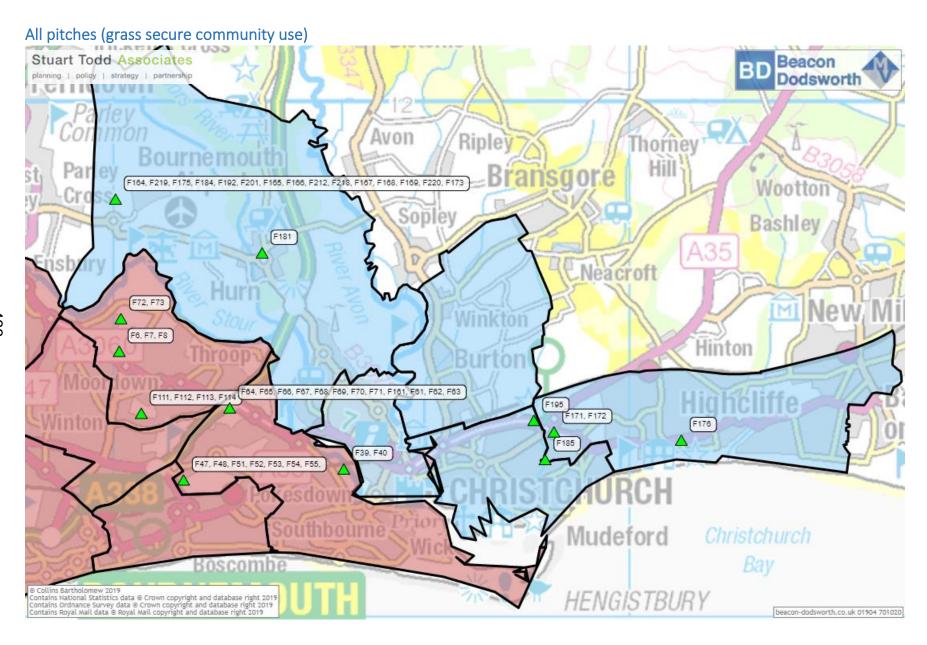
PPS Id	Pitch / Ground Name / Location
R25	Winton Arts and Media College
AGP1	Ashdown Leisure Centre
AGP40	Mudeford Wood Community Centre
AGP34, AGP35	Chapel Gate
AGP36	The Grange Academy
AGP11, AGP12	Canford School Sports Centre
AGP38, AGP39	Two Riversmeet LC
AGP13	The County Ground (Dorset County FA)
AGP14, AGP15, AGP16, AGP17, AGP18, AGP19	Littledown Leisure Centre
AGP20,	Pelhams Park Leisure

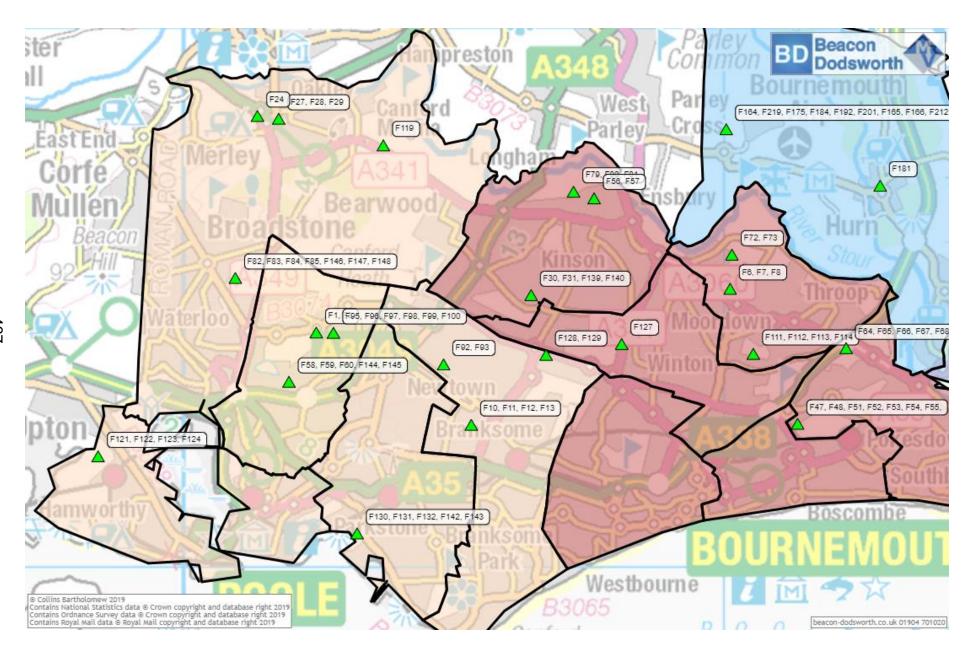
PPS Id	Pitch / Ground Name / Location
AGP21,	Centre
AGP22,	
AGP23,	
AGP24,	
AGP25,	
AGP26, AGP27	
AGP7, AGP29,	Sir David English
AGP30	
AGP4	Canford Park Sports Ltd
7.01	Astroturf
AGP3, AGP10	Bournemouth University
Adi 3, Adi 10	Sports Centre
AGP31, AGP9	The Hamworthy Club
AGP5	Carter Community School
AGP28	Kingsleigh Primary School

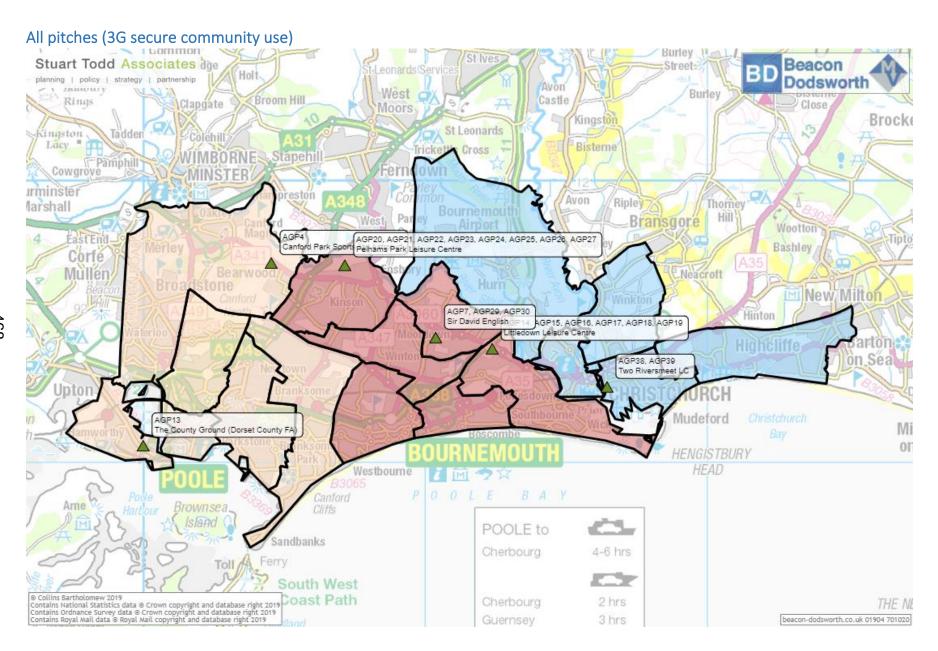
FOOTBALL

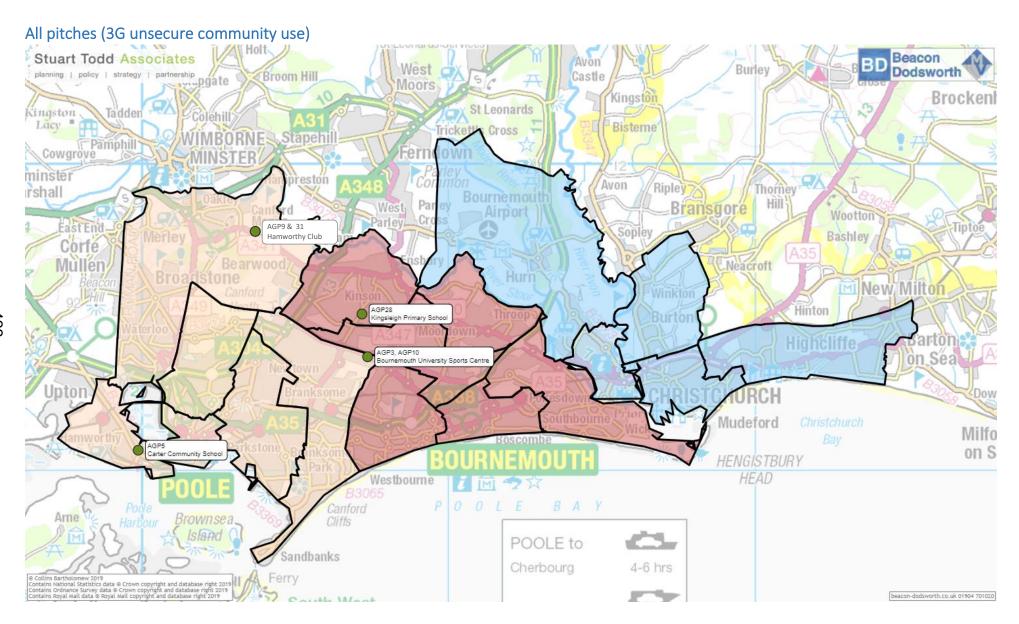
All pitches (grass) Stuart Todd Associates Beacon planning | policy | strategy | partnership Dodsworth Ripley Thorney Hill Wootton Parley F164, F219, F175, F184, F192, F201, F165, F166, F167, F168, F169, F173, F220, F212, F218 Sopley Bashley F181 Neacroft F72, F73 F200, F202, F203, F204, F205, F206, F207, F208, F209 F213 Hinton F6, F7, F8 F153, F154, F155, F156 F211 F196, F197, F198, F199 F61, F62, F63, F64, F65, F66, F67, F68, F69, F70, F71 16, F217 Mudeford Christchurch © Collins Bartholomew 2019 Contains National Statistics data © Crown copyright and database right 2019 Contains Ordnance Survey data © Crown copyright and database right 2019 Contains Royal Mail data © Royal Mail copyright and database right 2019 beacon-dodsworth.co.uk 01904 701020



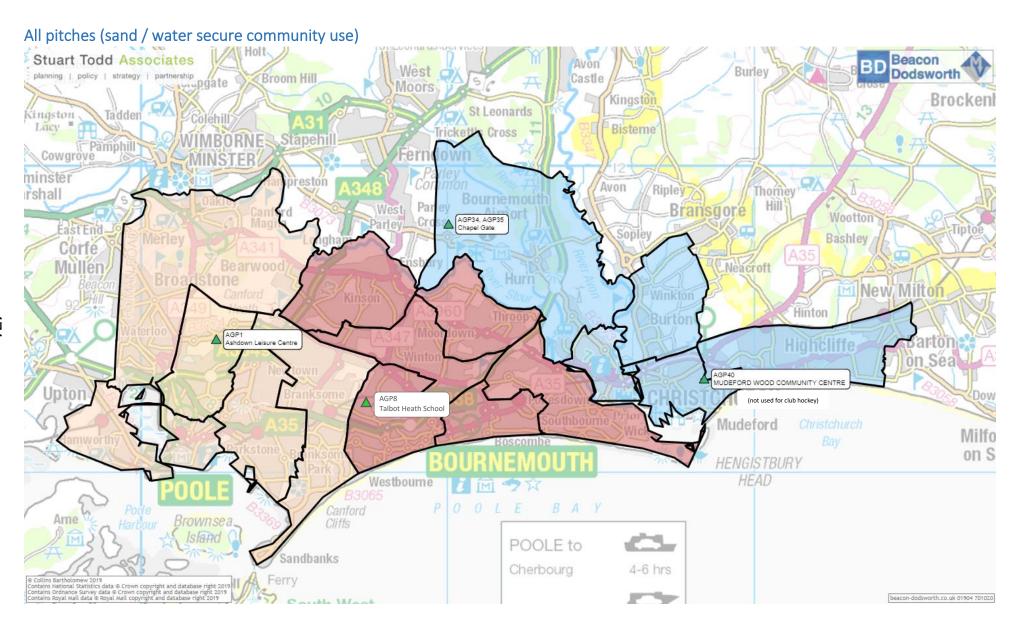


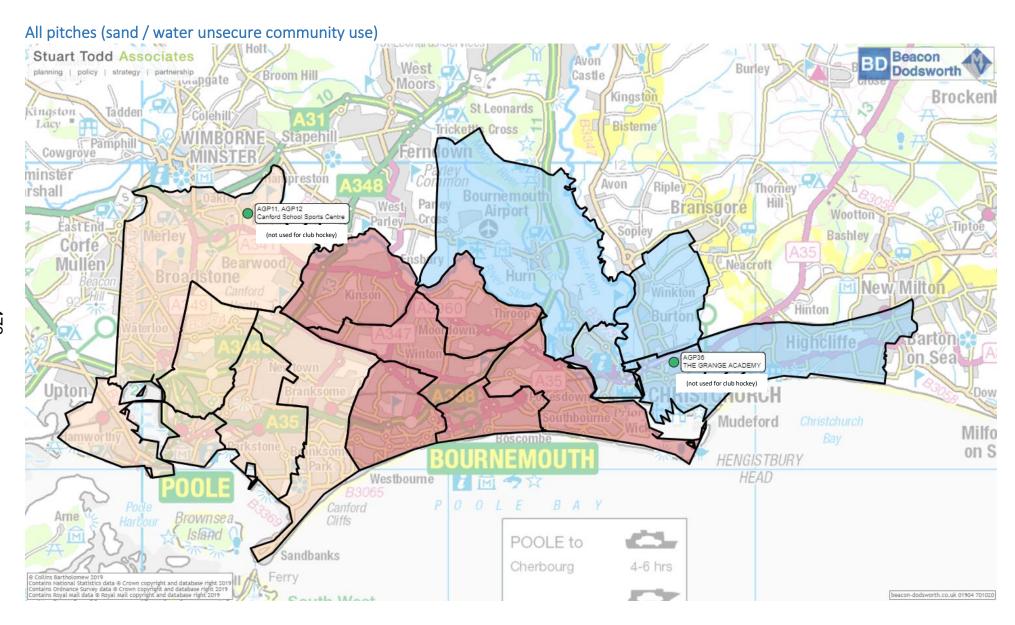




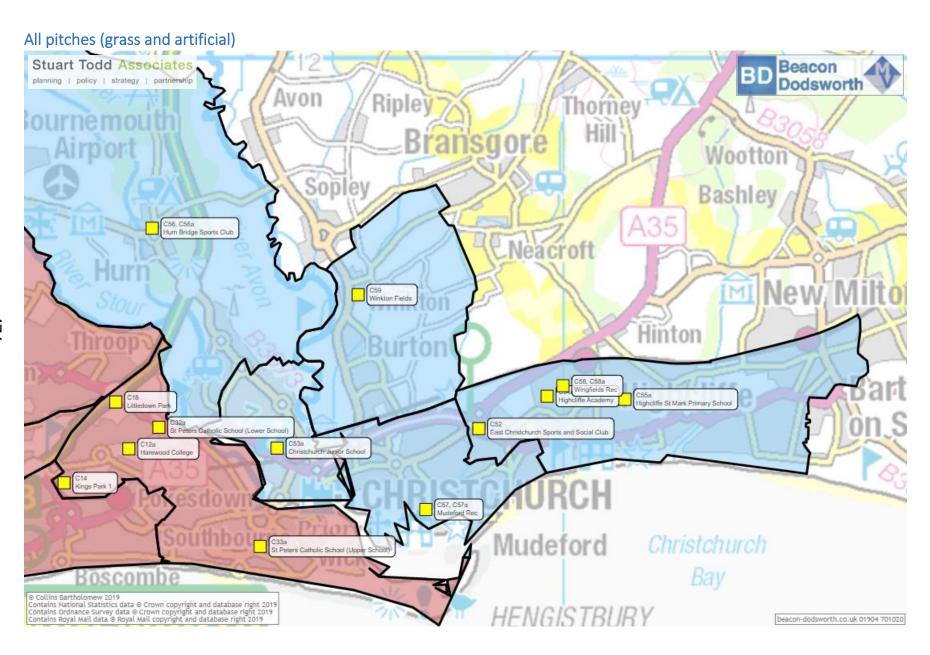


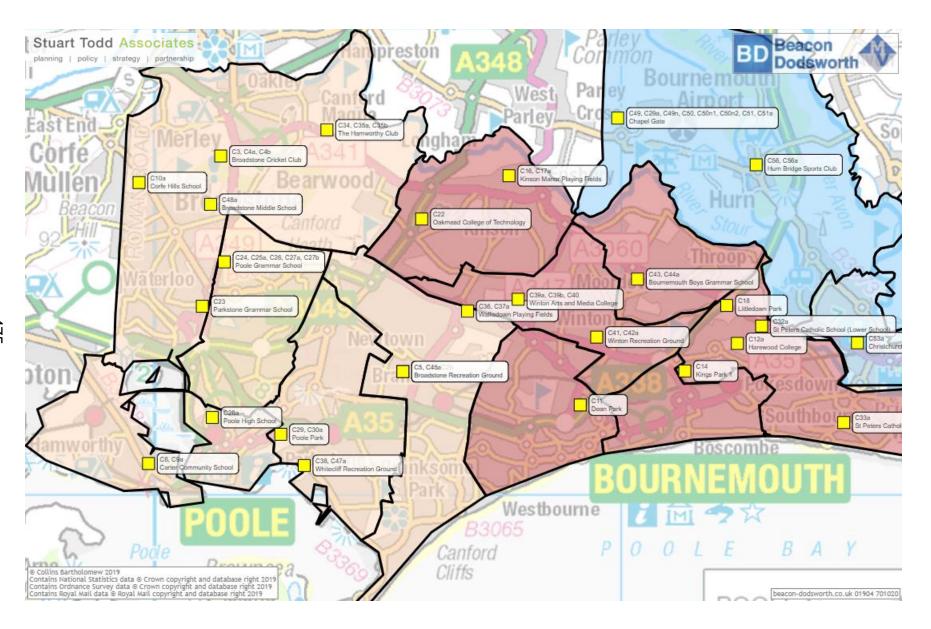
HOCKEY (matches and training) and FOOTBALL (informal / training)

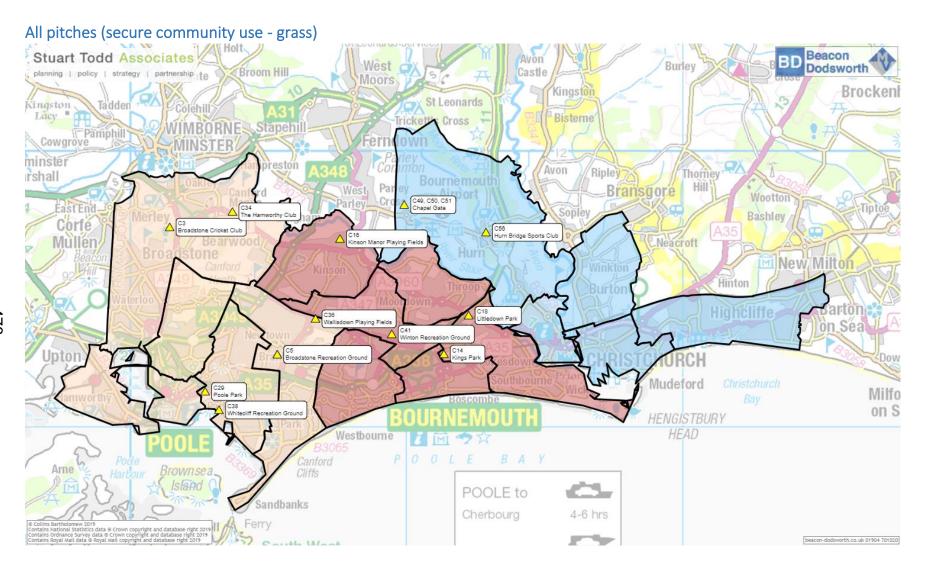


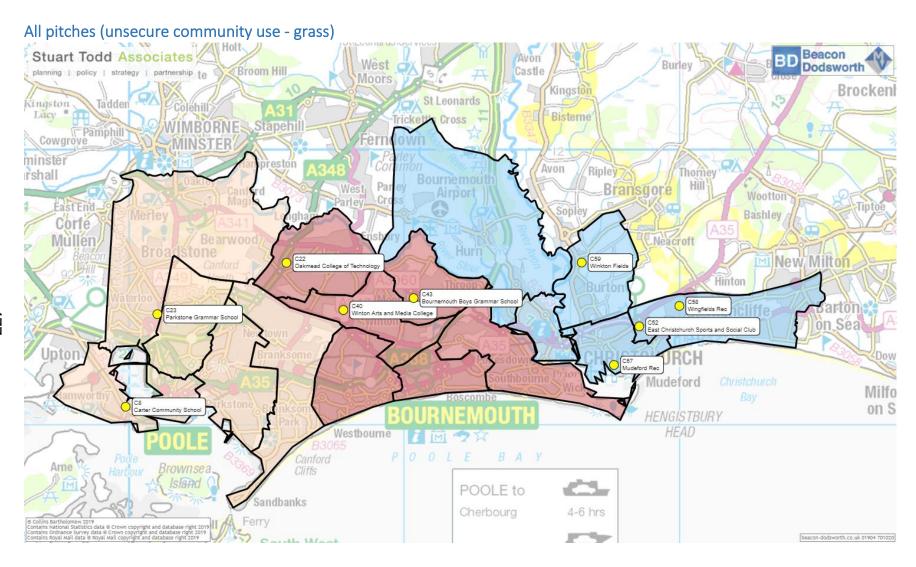


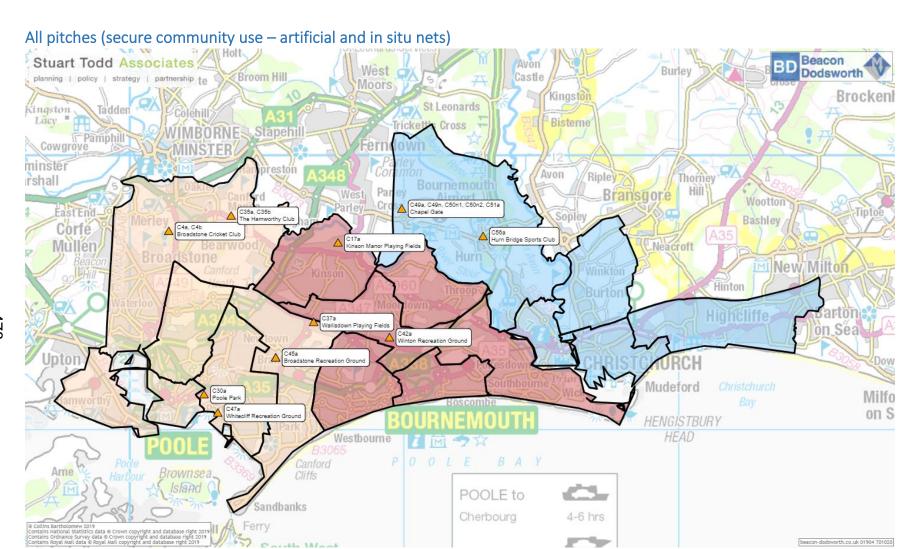
CRICKET



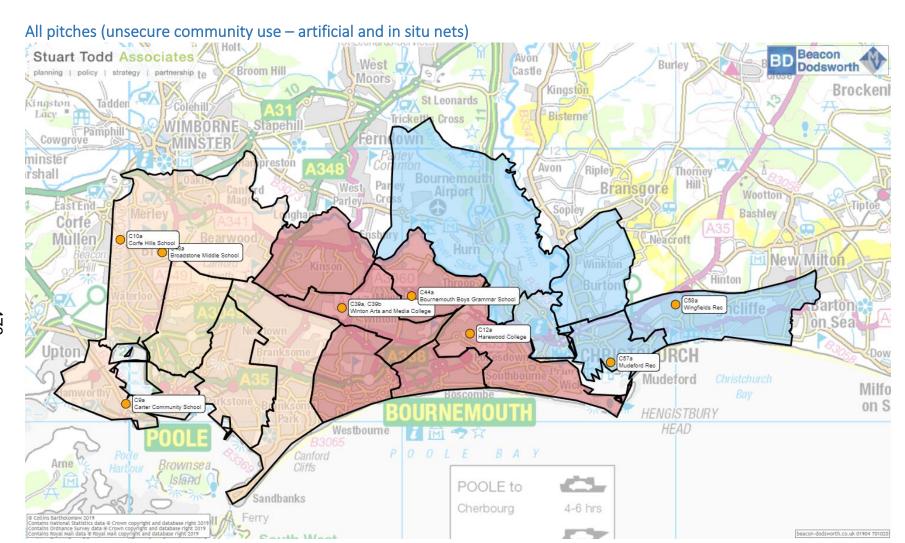




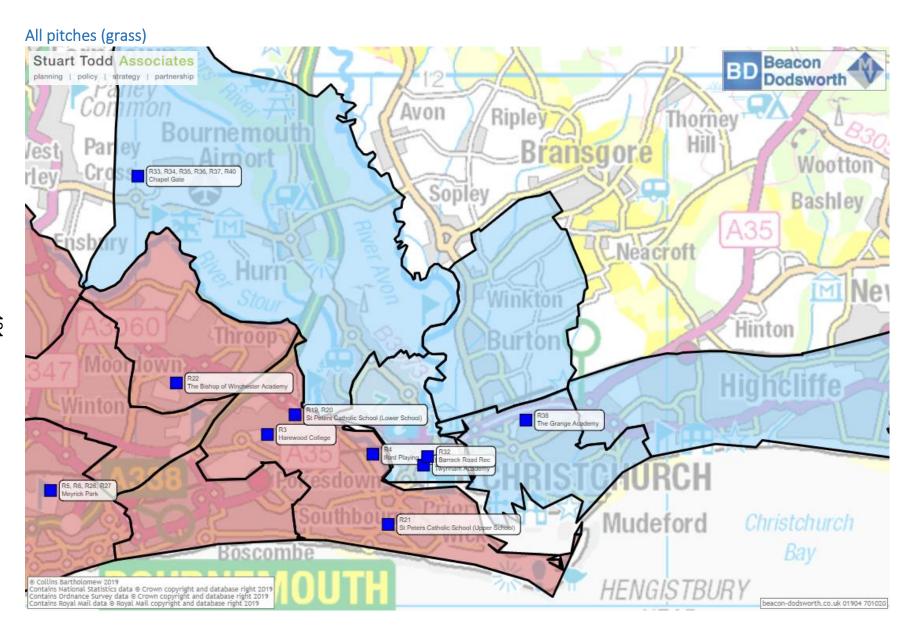


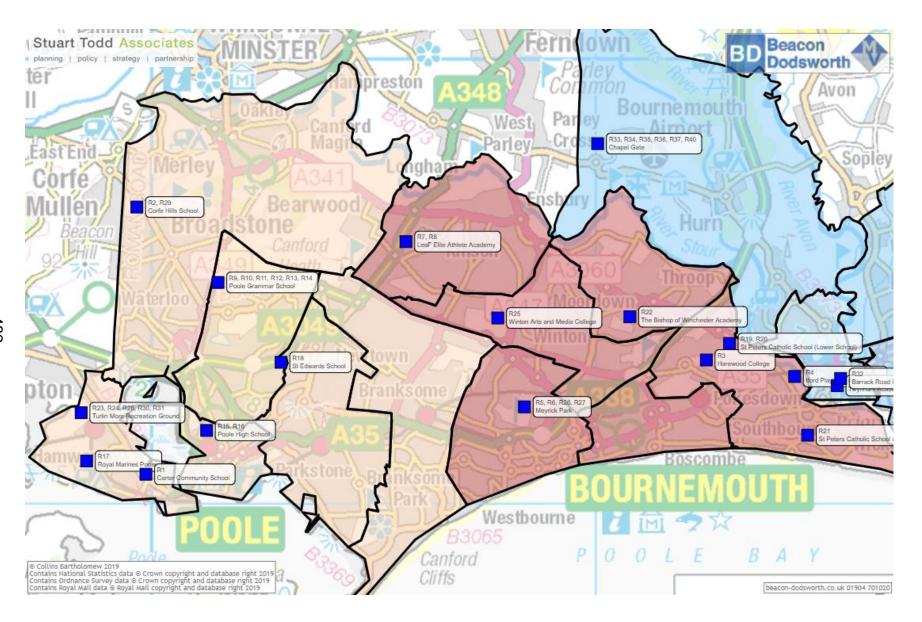


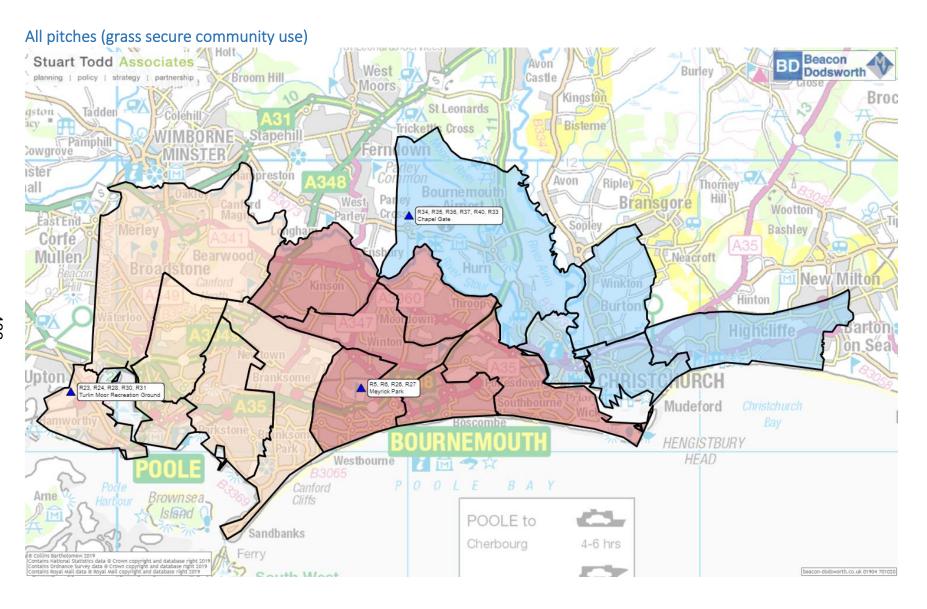
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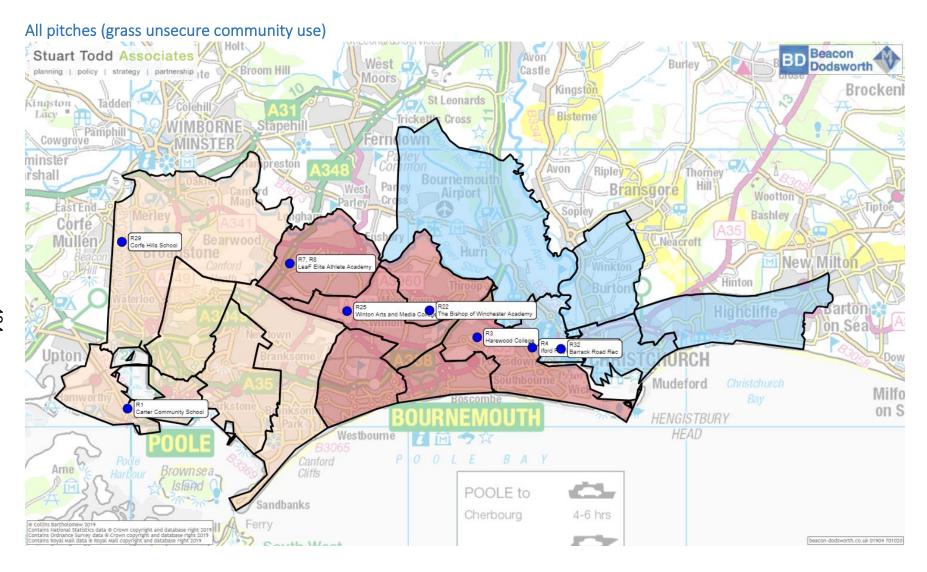


RUGBY UNION









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planning | policy | strategy | partnership

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Decision Impact Assessment Report

Playing Pitch Strategy (2020-2023)

DIA Proposal ID: 137

Assessment date: 17th August 2020

Assessor(s): Paul Mitchell Support: Roxanne King



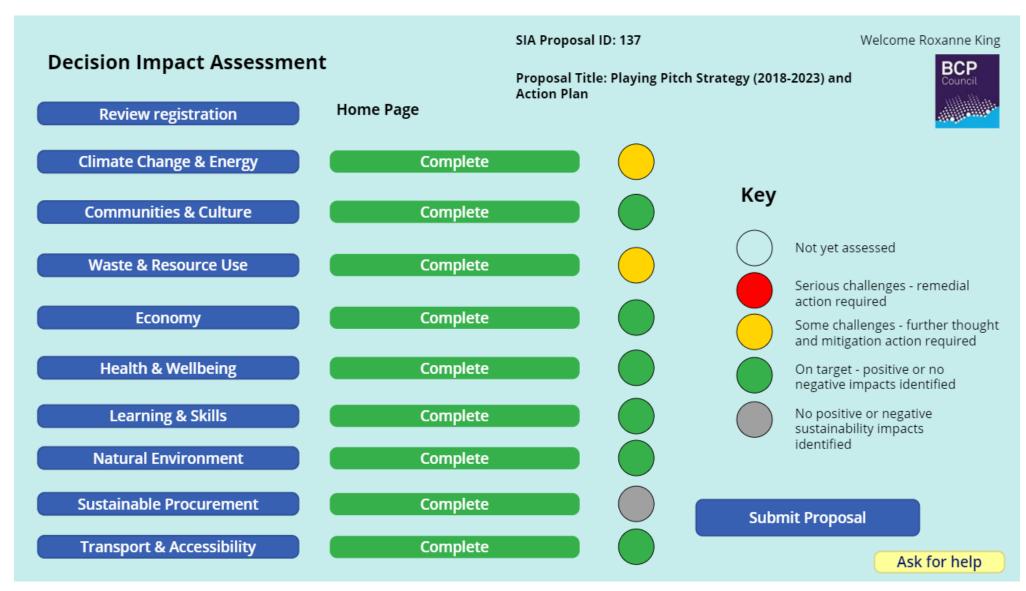
The Decision Impact Assessment (DIA) is a requirement of BCP Council's Financial and Procurement Regulations. It has been developed to help project managers maximise the co-benefits of proposals, reduce risk and ensuring that sustainable outputs and value for money are delivered through every project, plan, strategy, policy, service and procurement.

The following report highlights the opportunities and potential issues associated with the above titled proposal. It has been assessed against a number of themes and shared with BCP Council Theme Advisors for internal consultation. The RAG ratings and additional information have been provided by the project manager and may or may not have incorporated feedback from theme advisors. Results should be scrutinised by decision-makers when considering the outcome of a proposal.

The results of this DIA will be combined with all other assessments to enable cumulative impact data across a wide range of data sets. Individual DIA reports should be included in proposal documentation and made available to decision makers for consideration. Cumulative impact reports will be produced annually or as required by the Climate Action Steering Group and Members Working Group.

For questions and further information, please contact Sustainability Team at DIA@bcpcouncil.gov.uk

Please note: This report is in a draft format and may appear different to future DIA reports.



Type of Proposal

Strategy

Brief Description

BCP Council Playing Pitch Strategy (PPS) updates and supersedes the playing pitches

element of sports strategies in the preceding councils.

Assessor

Paul Mitchell, Sports & Recreation Development Manager

Directorate

Environment & Community

Service Unit Estimated Cost Ward(s) Affected Environment No cost All wards Sustainable Development Goals (SDGs) Supported



RAG reasoning and proposed mitigation/monitoring actions

40	Theme	RAG	RAG reasoning Details of impacts including evidence and knowledge gaps	Mitigation and monitoring actions details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc)
	Climate Change & Energy		Action Plan and projects in development, impact unknown at this stage. Likely to have positive impacts for flood alleviation and carbon reduction. Strategy will consider efficient heating and use of pavilions to reduce excess energy use.	An initial Action Plan will be submitted to Cabinet in October, outlining proposed actions.
	Communities & Culture		Promoting happy, healthy lifestyles, lifelong learning and maximising access to our high-quality parks and open spaces.	Surveys, engagement activities
	Waste & Resource Use		Recycling promoted at sites. Consideration of sustainable resource use in the procurement of 3G pitch, play areas etc.	Individual projects will be assessed for impacts and opportunities.
	Economy		Environmentally-friendly maintenance of playing pitches. Local activity provides use these spaces to deliver clubs and run their businesses.	Co-benefits will be maintained, not actively developed through this strategy.
	Health & Wellbeing		The Playing Pitch Strategy (PPS) plays a number of important roles in sport, leisure and planning terms and has a direct link into the health and wellbeing agenda both in relation to formal club based sport and social, casual and informal sport, aimed at getting people more active (with positive outcomes for health and well-being).	KPIs, engagement activities

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Learning & Skills		Activity providers can use these spaces to deliver training and qualifications e.g. learning area at Fern Heath.	Co-benefits will be maintained, not actively developed through this strategy.
		Improving access to high quality playing pitches and suitable designed outdoor sport facilities which deliver positive environmental benefits.	Masterplanning and further assessment when considering maintaining and changing facilities e.g. artificial grass
Sustainable Procurement	goods and services which will be assessed on a case by case basis. Consideration of transport routes to increase access to sites. Strategy will encourage the creation community hubs/pitches to reduce the need		Not within scope of this strategy.
Transport & Accessibility			Monitoring /survey

Executive Summary and Conclusions

Once the Equality Impact Assessment Template has been completed, please summarise the key findings here. Please send a copy of your final document to the <u>Policy and Performance Team.</u>

The Playing Pitch Strategy sets out a vision which centres on the provision of high-quality pitches being available to meet the demand for participation in club based and informal / casual sports.

The delivery of the strategy and associated projects will be a partnership approach between BCP Council, education providers, Active Dorset, Sport England, sports National Governing Bodies, clubs, local communities, sports trusts and the private sector, with the aim of increasing participation in sport, to maintain and enhance the quality of existing facilities and ensure that sports using playing pitches are attractive to existing and new participants and their families.

As this refers to a strategy, it is not possible to ensure that every item listed on the proposed working action plan is incorporated into an overarching EIA.

As no decisions on future service provision will be taken by adopting the strategy, any future site-specific decisions based on the strategy will be subject to separate equality impact assessments before they are confirmed.

There will be a commitment by BCP Council to work with relevant organisations, especially Sport England and National Governing Bodies, to strive to achieve better awareness and understanding of wider user groups and to ensure our facilities and local organisations are welcoming and accessible to all, regardless of age, gender, ethnicity, religion or disability.

As individual projects are developed, Equality Impact Assessments must be completed, referring to local need and guided by both demographics and targeted consultation. Up to date demographic information about the make-up of communities within BCP can be found bere

Part 1 - The Project			
Policy/Service under development/review:	Playing Pitch Strategy 2020 – 2033		
Service Unit:	Greenspace & Conservation		
Service Lead:	Michael Rowland		
Equality Impact Assessment Team:	Paul Mitchell Michael Rowland		
Date assessment started:	20/11/20		

Part 1 - The Project	
Date assessment completed:	02/12/20

What are the aims/objectives of the policy/service?	The Playing Pitch Strategy (PPS) plays a number of important roles in sport, leisure and planning terms and has a direct link into the health and wellbeing agenda both in relation to formal club based sport and social, casual and informal sport, aimed at getting people more active (with positive outcomes for health and well-being).
	The PPS provides an audit of the quality, quantity and accessibility of playing pitches, establishes current levels of demand and whether pitches are being over/under-used. Using population forecasts, the PPS projects forward demand likely to arise by the end of the strategy period so that the appropriate level of pitch provision can be planned and developed for the future.
	The PPS provides Planning Officers with an assessment tool and evidence to help protect, mitigate for loss and lever developer contributions towards planned facilities to meet the future needs of a growing population.
What outcomes will be achieved with the new or changed policy/service?	The BCP Council Playing Pitch Strategy replaces the previous Playing Pitch Strategies for the former Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole areas and covers the period between 2020 and 2033 in alignment with the emerging new Local Plan.
	The strategy, which is compliant with Sport England guidance, focuses on current provision and future need for football, rugby union, cricket and hockey pitches (both grass and artificial surfaces).

Are there any associated services, policies or procedures?	This is the adoption of a strategy and will have no direct impact on services or procedures. Any future resulting projects will be subject to thorough EIA Screening assessment.
Please list the main people, or groups, that this policy/service is designed to benefit, and any other stakeholders involved:	All BCP residents, residents in neighbouring boroughs / districts and visitors will benefit from the revised Playing Pitch Strategy and proposed projects which have resulted from thorough assessment of playing pitches and required improvements in terms of quality, quantity and accessibility in accessing provision.
Part 1 - The Project	
With consideration for their clients, please list any other organisations, statutory, voluntary or community that the policy/service/process will affect:	All users, clubs, member organisations and national governing bodies that use playing pitches in the BCP area will potentially benefit from a refreshed and up to date Playing Pitch Strategy.

Part 2 - Supporting Evidence¹

Please list and/or link to below any recent & relevant consultation & engagement that can be used to demonstrate a clear understanding of those with a legitimate interest in the policy/service/process and the relevant findings:

Detailed knowledge was collected about specific facilities relating to accessibility, quality, quantity and demand.

The majority of surveys were sent via email as an attachment or identifying a link to an electronic survey which could be completed online. Those sent a survey were sent at least one reminder prior to or soon after the deadline to help ensure as high a response rate as possible.

- National Governing Bodies from individual sports sent surveys to their club database for their views on accessibility, quality, quantity (and demand) of facilities. Monitoring data was collected by NGB's.
- Active Dorset sent surveys to coaches and volunteers from their database, using NGB recommended questions.
- Playing Pitch Strategy Consultation –This consultation was organised through the BCP Consultation / Insight team and asked people for their views on the draft PPS. Participants were offered the opportunity to comment on age, ethnicity, sexual orientation, any health problems or disabilities, religion. (Feb – April 2020)
- Active Dorset ran a survey with Dorset Race Equality Council at the time of consultation to try to reach potentially
 underrepresented communities. As well as monitoring data questions, this asked views for any barriers people felt they had
 to taking part in physical activity and locations that people felt they would like to be most active.

¹ This could include: service monitoring reports, research, customer satisfaction surveys & feedback, workforce monitoring, staff surveys, opinions and information from trade unions, previous completed EIAs (including those of other organisations) feedback from focus groups & individuals or organisations representing the interests of key target groups or similar.

- Workshop sessions for the previous legacy councils were held exploring Challenges/ Opportunities/ Key issues around accessibility issues facing specific groups less likely to be involved in the mainstream sports and physical activity offer, i.e. those with poor mental health, disability, learning disability, ethnic minority access to sport, lower socio economic groups, carers, disengaged children and young people & families. This information remains relevant for the 2020 2033 strategy as this is a refresh of earlier legacy strategies.
- Bournemouth & Poole Sports Facilities Strategy and Action Plan (2014 2026) Consultation & Engagement Report

Areas considered and discussed included:

- Inclusivity involvement of local population especially more deprived areas joining in sporting activities and the need to engage/ involve local people.
- Ensuring opportunities in recognising diversity and providing appropriate facilities to allow for access and development. E.g. faith/ religion, race equality, days of the week access.
- Providing right facilities to encourage wider participation e.g. race equality / faith groups, times of prayer, religious festivities, dietary, and gender issues.
- O Homophobia in sports, issues arising in terms of access.
- O Sustainable travel to access sports facilities and pitches rather than reliance on car.

If there is insufficient consultation or engagement information please explain in the Action plan what further consultation will be undertaken, who with and how.

Part 3 - Assessing the Impact by Equality Characteristic

Use the evidence to determine to the impacts, positive or negative for each Equality Characteristic listed below. Listing negative impacts will help protect the organisation from potential litigation in the future, it does not mean the policy cannot continue.

Click here for more guidance on how to understand the impact of the service/policy/procedure against each characteristic. If the impact is not known please explain in the Action plan what steps will be taken to find out.

	Actual or potential positive outcome	Actual or potential negative outcome
1. Age ²	Where possible provide improved access to facilities for all age groups. For example, consideration of level access, cafe facilities, provision of variable level seating appropriate changing facilities and toilets may be amongst possible improvements to facilities.	
2. Disability ³	As above, where possible provide improved access to facilities for all user groups, including those with disabilities	
3. Sex	Provide increased access to sports provision and facility access for any gender. Consider future design of ancillary facilities such as changing rooms and showers for all groups	

² Under this characteristic, The Equality Act only applies to those over 18.

³ Consider any reasonable adjustments that may need to be made to ensure fair access.

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine to the impacts, positive or negative for each Equality Characteristic listed below. Listing negative impacts will help protect the organisation from potential litigation in the future, it does not mean the policy cannot continue.

Click here for more guidance on how to understand the impact of the service/policy/procedure against each characteristic. If the impact is not known please explain in the Action plan what steps will be taken to find out.

	Actual or potential positive outcome	Actual or potential negative outcome
4. Gender reassignment ⁴	Provide increased access to sports provision and facility access for any gender, including that of consideration for individuals during gender reassignment. For example, by considering design and provision of suitable changing and toilet facilities.	
5. Pregnancy and Maternity	Provide increased access to facilities for pregnant and nursing mothers. For example, by ensuring provision of baby changing and toilet facilities.	
6. Marriage and Civil Partnership	N/A	

⁴ Transgender refers people have a gender identity or gender expression that differs to the sex assigned at birth.

7. Race	Sports provision and access to facilities should be available and promoted to all residents and visitors across all ethnic / race groups. For example, consideration to clear signage (mainly graphic with limited text) can encourage people who are not confident about accessing available sports provision.	
8. Religion or Belief	Sports provision and access to facilities should be available and promoted to all residents and visitors, regardless of religion or belief.	
9. Sexual Orientation	Sports provision and access to facilities should be available and promoted to all residents and visitors regardless of sexual orientation.	
10. Armed Forces Community	Sports provision and access to facilities are available and should be relevant to all serving and retired forces personnel to enable them to access sports facilities	

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine to the impacts, positive or negative for each Equality Characteristic listed below. Listing negative impacts will help protect the organisation from potential litigation in the future, it does not mean the policy cannot continue.

Click here for more guidance on how to understand the impact of the service/policy/procedure against each characteristic. If the impact is not known please explain in the Action plan what steps will be taken to find out.

	Actual or potential positive outcome	Actual or potential negative outcome
11. Any other factors/groups e.g. socio-economic status/carers etc ⁵	Improved health and wellbeing, Higher levels of participation.	
12. Human Rights	N/A	

Any policy which shows actual or potential unlawful discrimination must be stopped, removed or changed.

Part 4 - Equality Impact Action Plan

Please complete this Action Plan for any negative or unknown impacts identified in the assessment table above.

Issue identified	Action required to reduce impact	Timescale	Responsible officer

⁵ People on low incomes or no income, unemployed, carers, part-time, seasonal workers and shift workers

Lower levels of participation in field sports among people who live with disabilities and females when compared to males.	Partners to be encouraged to comply with the requirements of the public sector equality duty and take steps to improve access to sport and increase participation where there is underrepresentation or low levels of participation from any specific protected group as defined within the Equality Act 2010	On amendment or renewal of a contract or lease, or when a new project is being developed.	Head of relevant service
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Key contacts for further advice and guidance:

Equality & Diversity:

Sam Johnson - Policy and Performance Manager

Consultation & Research:

Lisa Stuchberry – Insight Manager

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