

Notice of Overview and Scrutiny Board

Date: Monday, 4 January 2021 at 2.00 pm

Venue: Virtual Meeting – Via MS Teams



Membership:

Chairman:

Cllr S Bartlett

Vice Chairman:

Cllr T O'Neill

Cllr D Borthwick

Cllr M Cox

Cllr L Dedman

Cllr B Dion

Cllr M Earl

Cllr J Edwards

Cllr G Farquhar

Cllr D Farr

Cllr L Fear

Cllr M Howell

Cllr D Kelsey

Cllr C Rigby

Cllr V Slade

All Members of the Overview and Scrutiny Board 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?MId=4308>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston - 01202 123663 or email claire.johnston@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

22 December 2020



Available online and
on the Mod.gov app



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



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 Members.

2. Substitute Members

To receive information on any changes in the membership of the Committee.

Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.

3. 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.

4. Confirmation of Minutes

7 - 22

To confirm and sign as a correct record the minutes of the meetings held on 7 December 2020.

a) Action Sheet

23 - 26

To note and comment on the attached action sheet which tracks decisions, actions and recommendations from previous meetings.

5. Public Speaking

To receive any public questions, statements or petitions submitted in accordance with the Constitution, which is available to view at the following link:

<https://democracy.bcpccouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of a public question 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.

6. Pay & Reward Update

27 - 32

The Overview and Scrutiny Board are asked to consider the attached report which provides an update on progress of the Pay and Reward Strategy.

Portfolio Holder invited for this item: Cllr Drew Mellor, Leader of the Council and Portfolio Holder for Transformation and Finance.

7. Scrutiny of Finance and Transformation Related Cabinet Reports

33 - 62

To consider the following Finance and Transformation related reports scheduled for Cabinet consideration on 13 January 2021:

- 2020/21 Mid-Year Performance Report

The O&S Board is asked to scrutinise the reports and make recommendations to Cabinet as appropriate.

Cabinet member invited to attend for this item: Councillor Drew Mellor, Leader of the Council and Portfolio Holder for Finance and Transformation

The Cabinet report for this item is included with the agenda for consideration by the Overview and Scrutiny Board.

8. Scrutiny of Cabinet Reports from the Tourism, Leisure and Culture Portfolio

63 - 132

To consider the following Culture related report scheduled for Cabinet consideration on 13 January 2021:

- Setting up the BCP Cultural Compact

The O&S Board is asked to scrutinise the reports and make recommendations to Cabinet as appropriate.

Cabinet member invited to attend for this item: Councillor Mohan Iyengar, Portfolio Holder for Tourism, Leisure and Culture.

The Cabinet report for this item is included with the agenda for consideration by the Overview and Scrutiny Board.

9. Scrutiny of Transport and Sustainability Related Cabinet Reports

133 - 152

To consider the following Transport and Sustainability related reports scheduled for Cabinet consideration on 13 January:

- Concessionary Fares Bus Operator Reimbursement

The O&S Board is asked to scrutinise the reports and make recommendations to Cabinet as appropriate.

Cabinet member invited to attend for this item: Councillor Mike Greene, Portfolio Holder for Transport and Sustainability

The Cabinet report for this item is included with the agenda for consideration by the Overview and Scrutiny Board.

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

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 07 December 2020 at 2.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr T O'Neill – Vice-Chairman

Present: Cllr D Borthwick, Cllr M Cox, Cllr L Dedman, Cllr B Dion, Cllr M Earl,
Cllr J Edwards, Cllr D Farr, Cllr L Fear, Cllr M Howell, Cllr D Kelsey,
Cllr C Rigby, Cllr L Allison (In place of Cllr G Farquhar) and
Cllr M F Brooke (In place of Cllr V Slade)

Also in attendance: Cllr D Mellor, Cllr P Broadhead and Cllr R Burton

97. Apologies

Apologies were received from Cllr G Farquhar and Cllr V Slade.

98. Substitute Members

Cllr L Allison substituted for Cllr G Farquhar and Cllr M Brooke substituted for Cllr V Slade.

99. Declarations of Interests

Cllr J Edwards advised for the purpose of transparency, in relation to agenda item Scrutiny of Transformation and Finance Related Cabinet Reports - Organisational Design - Acceleration of Transformation Savings for 2021/22 Budget, that a family member worked for BCP Council but that she would remain open minded in considering all that would be discussed.

In relation to agenda item 7, Scrutiny of Officer Decision - Durley Road Car Park Development, the following interests were declared:

Cllr M Brooke declared a local interest as he was a Bournemouth Development Company Board member, however he advised that he may choose to either speak or vote on this item and sought guidance on this issue. Democratic Services advised that this was a local interest and therefore the Councillor should consider the bias and predetermination tests when deciding whether to participate in this item.

Cllr L Dedman, Cllr M Howell and Cllr L Allison were all Cabinet members at the time that the Cabinet decision was taken to delegate authority to the Chief Executive to take the officer decision on this matter. Therefore following advice from the Monitoring Officer and in accordance with the requirements outlined in the BCP Council Constitution they each advised that they would not be taking part in this item.

100. Confirmation of Minutes

The minutes of the meetings held on 2 November and 16 November were agreed as a correct record.

101. Action Sheet

The Board's latest action sheet was noted.

102. Public Speaking

There were no public, statements, question or petitions submitted for this meeting.

103. Scrutiny of Officer Decision - Durley Road Car Park Development

The Chairman introduced the item and explained the reasons why the report had come to the meeting. A copy of the report had been circulated to each member of the Board and can be found at Appendix 'A' to these minutes in the minutes book. It was an opportunity for the Board to consider the decision taken and the reasoning and requirements behind the decision but it was explained that there was no opportunity to 'call-in' the decision. The Chairman advised that he had invited Mr Carr, Chief Executive of Fortitudo and a local property developer to attend the meeting to provide some insight on his view of the Council's decision regarding the lease for the site and explain further as regarding his offer for the site at a higher amount than the Value for Bournemouth Development Company (BDC).

The Chief Executive, as the Corporate Property Officer responsible for the Officer decision being scrutinised explained the background and the reasoning for the decision.

Mr Carr outlined his involvement in the site and the offer which he had made. Fortitudo had offered £1.5m, which was slightly less than the companies own options appraisal for the site. He raised further issues concerning the Council's arrangements with BDC and suggested an audit of the sites developed should be undertaken. There was concern raised that the Council was not complying with section 123 of the Local Government Act 1972 regarding disposing of land at Best Value and also concerns with

Councils controls on planning and whether there was a break clause within the agreement. The Board was advised that the options agreement as referred to in the decision record had not been seen by many, the red book valuation was based on unknown assumptions and the disposal value was less than a quarter of the offer made by fortitudo.

The Board was reminded that it was only the decision on the Durley Road Car Park site that was to be considered for Scrutiny and not the wider issues concerning BDC or previous developments.

The Chief Executive advised that deliverability for any site needed to be a foremost consideration, which was a contributing factor behind the initial BDC options arrangement. The Council was commissioning a review of the BDC partnership arrangements with partners and this would be an opportunity for the O&S Board to look at the arrangements overall. The Chairman requested whether the options agreement could be made available to Board members. The Monitoring Officer advised that it would be commercially confidential but should be available on the Council's contract register, although it may need to be redacted.

Members raised a number of points in the discussion which followed including:

- The difference between the red book value and the price which was being offered. It was noted that the difference in these values would be due to potential claims for losses from commercial partners and would be related to a commercial negotiation with partners at Morgan Sindall.
- What the penalties would be if the Council didn't go ahead with the project and whether the same penalties applied to Morgan Sindall if they withdrew from the agreement. It was noted the BDC was a company owned jointly by Morgan Sindall and the Council at 50 percent each. Morgan Sindall would fund developments up front therefore if they did not go ahead they would be financially penalised. Both parties would be contractually bound in the same way and there would be contractual penalties.
- A Board member asked how the decision taken met best value requirements. The Chief Financial Officer referred the Board to the decision record as to how the value was arrived at and how it met section 123 of the Local Government Act and what the Council was looking at to ensure that the decision was legally compliant.
- The Chairman asked why the independent valuation report didn't take into account any other market offers made. It was noted that it was valued at its existing use as a car park and the wider market level rather than any offers which were made on the site. It was noted that the land was not for sale on the open market and open offers would not have been considered. Offers were made for sites frequently and would not be considered.
- The Chairman asked the Chief Financial Officer felt constrained by the contract arrangements made. The Chief Financial Officer advised that this appeared to be straying into Value for Money requirements of the original agreement. The independent valuation was double checked by Homes England. The Conclusion that this was the right thing to do was set out in the Officer Decision Record. In 2010 the arrangements for this were set out in a full OJEU notice which was supported by the Regional Development Agency at the time.
- A further query was raised regarding the constraints of the contract in ensuring meeting the requirements of section 123 of the Local Government Act 1972. The development agreement, which was contractually binding was set out 10 years ago which needs to be taken into account.

- A Board member commented that any offer can only be accepted with proper proof of funds. Red book value done by a qualified chartered surveyor – backed up by the Homes England.
- The Chairman commented on issues concerning land being disposed of at below market value and Stamp Duty Land Tax and the implications of a beneficiary in this situation. The Board was advised that this was a complicated issue and further advice would need to be sought on this before providing a response.
- Financing for the development company and the source of the loan coming from the Council. The loan to BDC was part of Council's treasury management strategy and the management of the Council's cash which was regularly reported to the Audit and Governance Committee on a regular basis. There was a very clear OJEU framework governing this issue.

The Chairman thanked Mr Carr for attending the meeting and summarised that clearly officers have followed the processes and procedures that they needed to abide by in this decision and the issues regarding Value for Money would be taken into account by the Audit and Governance Committee.

104. Forward Plan

The Chairman outlined a number of proposals for the forthcoming meetings for approval by the Board which included budget scrutiny proposals, Portfolio Holder sessions and an outline of items proposed for the meetings in January and February. The Chairman explained that in accordance with the suggestions made in the Board's development session the proposals aimed to help the Board get ahead of and influence policy formation and decisions.

Following discussions with Board members it was:

RESOLVED that:

- 1. That the budget would be considered in one of the scheduled February meetings and that the Chairman of the Health and Adult Social Care and Children's Services Overview and Scrutiny Committees be invited to contribute.**
- 2. Portfolio Holder updates be agreed as outlined in the Forward Plan. It was noted that this was a trial and would be reviewed to see if it was providing opportunities for O&S Board to develop and add value**
- 3. The items outlined on the Forward Plan for the scheduled meetings in January and February be agreed. There were no further requests from Board members for additional Cabinet reports to be brought forward for scrutiny.**

The Chairman suggested to the Board that as there was work coming forward on the BCP Local Plan this may be a good area for the Board to become involved in development and proposed that the Board establish a

working group to start work on this issue, he suggested a membership spread across the geographical area of the Council and that the group would commence work in January. A Board member commented that this was a major piece of work and important to the way we were moving forward as a Council.

RESOLVED: That a working group on the Development of the Local Plan be established with the Chairman as the lead member of the group. The Chairman would seek volunteers for the group and determine the final membership.

It was noted that the Working group on the accommodation strategy was no longer required as events had moved on and would be removed from the Forward Plan. The Economy and Tourism working group had not yet met, there were related items on the Cabinet Forward Plan for January and February, and it was agreed that a decision would be taken on whether to move forward with the group following these meetings.

It was agreed that the Tricuro Business Plan should be referred to the Health and Adult Social Care Overview and Scrutiny Committee.

It was also proposed that the item on the Carter School Expansion should be removed from the Board's Forward Plan. There were no objections raised by the Board Members to these proposals.

105. Scrutiny of Transformation and Finance Related Cabinet Reports

Organisational Design – Acceleration of Transformation Savings for 2021/22 Budget - The Leader of the Council and Portfolio Holder for Transformation and Finance introduced the report, a copy of which had been circulated and which appears as Appendix 'N' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- In relation to Adult Social Care it was noted that most savings were to be found from pooling resources and significantly more investment would be going into this area. The consequences of the savings would be in back office functions and not frontline services.
- In response to issues raised regarding communications with staff on the changes to be made the Leader of the Council advised that it was important to get people on the journey quickly in order to actually reduce instability. In the past departments had been asked to 'top slice' which had led to issues of capacity, but this approach was about ensuring a transformation across the Council. It was acknowledged that there were areas of the Council where there were capacity issues such as Children's Services and Planning and investments would be made in these areas. A Councillor commented that it was important to ensure that capacity was measured, and the Leader advised that with the enterprise level approach this could be done.
- A Board Member questioned whether the Leader had been in consultation with the recognised trade unions. The leader advised that he hadn't as yet but would be happy to engage with them.

- The Leader advised the Board that there hadn't been any change in the overall figure from the previous administrations paper. A Board member commented that there was already streamlining in some areas, for example in licensing all three areas were coming under one policy and there were planning policies moving towards this.
- In response to a question regarding staff engagement the Leader advised that there was a cultural change and this was being done with people and not to people in order to create something exciting, streamlined and efficient.
- A Councillor asked about expanding apprenticeship schemes to help young people in the area and the Board was advised that they were looking to extend the care leavers scheme and welcomed more opportunities when we can.
- There were concerns raised, as outlined in paragraphs 14 and 15 of the report, regarding the reduction in headcount occurring in advance of the adaptation of new technology and ways of working and that by doing so, asking people to do more before the systems were in place to be able to do this well. That by reversing the process was a danger of affecting the mental and physical health of employees. It was noted that people would be brought together to work more efficiently and that more people were not always needed to do more work. Although it was agreed that this was more challenging, but it would ensure working more efficiently and putting more resources into the frontline. Councillors sought assurance that the impact on staff would be managed.
- Concerns were raised at the risks associated with the policy particularly in terms of impact on staff and how these would be identified and mitigated. The Leader advised that these needed to be managed properly and acknowledged the risk involved but there was significant savings which needed to be taken into account and that we were in a fortunate position to manage these through the transformation opportunities in the appropriate way with the support of officers.
- There was a change of process taking place, including that the pay and reward scheme was going to be put back by 3 to 6 months. The Leader was asked to explain the high-level risks and mitigations being taken, including capacity and service level risks and reputational risk to the Council and if these risks were not mitigated what 'plan B' would be. The Leader of the Council advised that we were in early stages, but it was fast paced. Risks would be mitigated by having a clear plan and having professional people supporting us in delivering this process in a planned and measured way.
- A Councillor commented that asking people to do more without giving them the tools to do more is a risk and that this radical transformation of people's lives required more than a passive communications strategy. The Leader responded that we would have to take a different enterprise level approach to savings and a massive communications programme was underway. Senior officers were speaking on the job family process and how this was going.
- The Chairman of the Children's Services Overview and Scrutiny Committee noted that there were particular challenges within Children's Services at the moment both due to Covid and other issues. The staff

within Children's Services were feeling vulnerable at the moment. The Leader was asked if savings made within Children's Services would be reinvested into Children's Services? The response was that Children's Services was the number one priority of not just the administration but for all Councillors. The administration was embracing the change agenda by Children's Services and there would be materially more funding for Children's Services next year.

- The Corporate Director for Resources advised that in terms of communications and engagement there was a structured programme of staff 'drop ins'. He also explained that the team was meeting with recognised trade unions on a regular basis in advance of full transformation. It was noted that if it was not done in this way, fully looking at and anticipating the effects across the organisation, savings would need to be found within small teams across the services. It was anticipated that if the new ways of working were applied with teams there was a real opportunity to realise savings. Capitalising on some aspects of the transformation programme.

Two motions were proposed by Board members to recommend to Cabinet that further action was needed on staff consultation and support after further discussion Board members came to agreement to combine this into a single motion as follows:

RECOMMENDED to Cabinet that it notes the proposed new approach and requests that the Council continue to consult staff extensively and ensures that adequate support is available to staff to ensure their wellbeing during the transformation process and that it continuously monitors the Council's capacity, particularly within Children's Services and Adult Services.

Voting: For - 9, Against - 2, Abstain - 4

106. Scrutiny of Regeneration Related Cabinet Reports

Wessex Fields Site Development Update - The Portfolio Holder for Regeneration, Economy and Strategic Planning introduced the report, a copy of which had been circulated and which appears as Appendix 'B' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- What other parties were interested in the site and undertaking development there. It was noted that details were included in the appendices to the report which provided all responses. The responses were to the principles of the MOU which was already in place with the University, one was from the hospital for the whole site, others were from private sector developers to work with the hospital and university as a partner to the local authority. It was felt that it would be better for the Council to work directly with the partners rather than through an intermediary.

- A Councillor commented that they hoped that the changes made to make the site more sustainable by the previous administration were carried forward in proposed development.
- It was noted that it was difficult, without a plan for the land, to understand what would be brought forward in the first stage and whether it would be sufficient to accommodate the core business elements which were previously envisioned. The core aim of the university and hospital was to deliver the technical side which wasn't overly commercial but was very important to the site. The part of land the Council was looking to sell would accommodate this. It was noted that visions were aligned in terms of development and key worker housing. The sustainability part has always been key to the development.
- A Councillor commented that they supported the report and recommendation and was pleased that the site would be used for medical facilities.

107. Future Meeting Dates 2020/21 and 21/22

The future meeting dates were noted as outlined in the agenda.

The Board was advised that the meeting date of 3 January 2022 would need to be amended as it fell on a bank holiday.

The meeting ended at 4.57 pm

CHAIRMAN

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 07 December 2020 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr T O'Neill – Vice-Chairman

Present: Cllr D Borthwick, Cllr M Cox, Cllr L Dedman, Cllr B Dion, Cllr M Earl,
Cllr J Edwards, Cllr L Fear, Cllr M Howell, Cllr D Kelsey, Cllr C Rigby,
Cllr V Slade, Cllr L Allison (In place of Cllr G Farquhar) and
Cllr A Filer (In place of Cllr D Farr)

Also in attendance: Councillor Mark Anderson
Councillor Mike Greene
Councillor May Haines

108. Apologies

Apologies were received from Cllr D Farr and Cllr G Farquhar.

109. Substitute Members

Cllr A Filer substituted for Cllr D Farr and Cllr L Allison substituted for Cllr G Farquhar.

110. Declarations of Interests

Cllr J Edwards declared for the purpose of transparency, in relation to agenda item 6, Scrutiny of Transport and Sustainability Related Cabinet Reports - Climate Action Annual Report 2019/20, that a member of her family was a report author and she would therefore not take part in this item.

111. Public Speaking

There were no public questions, statements or petitions submitted for this meeting.

112. Scrutiny of Regeneration, Economy and Strategic Planning Related Cabinet Reports

BCP Parking Standards Supplementary Planning Document - The Portfolio Holder for transport and Sustainability introduced the report, a copy of which had been circulated and which appears as Appendix 'I' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- Parts of the Twin Sails regeneration area were designated as zone B but were within good walking distance and within the regeneration zone which should itself have good community facilities. A Councillor felt that these parts should be within zone A as was part already across the water. It was also noted that the Port was designated as zone c and it was suggested that this should be an area where we were reducing traffic. The Portfolio Holder advised that it wasn't expected that this would be completely right from the beginning and there were options for reviewing the zones. However, it was also noted that the difference in requirements between zone b and zone a were minimal and only in reference to 2-bedroom houses and family size, 3-bedroom flats.
- A decision to move coach parking by the previous Christchurch Council from the Town Centre to a more remote location. A Councillor asked if there was anything more on coach issues on this report. The Portfolio Holder advised that this policy related solely to new development parking provision and did not address any normal car parks or on street parking provision.
- Many bus companies were now working with very tight margins in the provision of some routes and in light of this the Portfolio Holder was asked about the timescales for when it was anticipated that the bus services would meet the needs of the community. The Board was advised that the Council needed to work with the bus companies and that they had been involved with this policy. The major changes from previous policies were in zone A and B which were areas which were already well served by bus routes. Some routes were just on the margin of viability should in theory be helped by the parking standards policy. The overall timescale for this would need to work itself out.
- A Board member commented that parking was major contributor to BCP finances and there was a need to support retailers and the hospitality sector particularly at the moment. It was suggested to delay proposals to allow for natural erosion following Brexit and Covid to take its course. The Portfolio Holder responded that he couldn't see anyway in which the policy would work against businesses in town centres and reiterated that there was no change to public car parking or on street parking under the policy.
- A Councillor asked about the previous proposals for constructing future properties with car parking which could be converted to other uses as the need for car parking reduces. It was noted that this was now unlikely to be required as there was no onsite parking proposed within zone A.
- Employers do not have to have parking provision for staff but it leads to certain roads getting clogged up with on street parking. It was noted that there was a Government consultation on on-pavement parking which could make the issue worse. The Portfolio Holder explained that he understood that there would be opportunities for local authorities to specifically permit pavement parking in places where it was suitable and providing that there was full accessibility. A review of town centre parking going ahead at pace but was not connected to this report.
- A Councillor commented that they were pleased to see this come forward and asked about residents parking and different zones. They were aware of several roads who wanted residents parking but there were concerns about costs raised by residents. It was noted that very

few areas qualified for residents' parking schemes, but it was expected that charging for residents parking would be very reasonable, in order to cover administrative costs and enforcement.

- Public car parking in Town Centres. It was noted that residents buy parking permits for nearby car parks thus blocking all spaces for visitors. It was noted that there were long term discounted permits available, but these were not necessarily there in perpetuity. It was noted that there may be an opportunity to issue evening permits for areas that were predominately in commercial use during the day, but it was important that the number of cars did not increase as the number of houses did.
- A Board member asked about the relationship between sustainable transport corridors and parking zones. It was noted that sustainable transport was governed with Traffic Regulation Orders rather than parking. These were part of predecessor local plans. These were related to transport corridors but were not quite the same thing.
- Equalities issues – The Portfolio Holder was asked what would happen if someone became disabled or was elderly and the equalities issues around this. The Councillor also asked what the legal implications would be when a property was sold on with regards to not being able to park a car. It was noted that the restriction on car parking would move with the lease or deeds of a property. However, for someone eligible for a blue badge an exception would be made.
- It was suggested that it was human nature for someone to want to own a car and the streets were already full. It was suggested that the requirements for particularly zone A and B should be reviewed.

113. Scrutiny of Transport and Sustainability Related Cabinet Reports

Climate Action Annual Report - The Portfolio Holder for Transport and Sustainability introduced the report, a copy of which had been circulated and which appears as Appendix 'H' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- In response to a question the Portfolio Holder advised that the 153 point action plan, was approved for consultation in 2019, the consultation had since been delayed. The action plan consisted of 100 actions for the Council to reduce emissions in Council targets and a further 53 actions to work with partners. Some of the internal Council actions had already been completed. Others were being considered as to how the Council would be able to deliver them over the next 10 years. Some were condensed into others and others were not considered suitable for moving forwards. The 53 external actions were the ones being consulted on starting on 17 December 2020. Nothing out of the 153 had been lost.
- That it would be useful to show which actions had been achieved or condensed in order to demonstrate the work that the Council had undertaken. The Portfolio Holder advised that whilst the report included some details on next steps there was no direct mapping and the Portfolio Holder undertook to take the suggestion for this on board.
- A Councillor commented on the global reduction in greenhouse gas emissions due to the global pandemic and the issue that was outlined in

the report that greater reductions in greenhouse gasses were needed year on year. How this was going to be done was not outlined in the report.

- A Councillor asked about how the achievements would be measured in terms of reductions in tonnes of CO2 and where this couldn't be equated for some actions, alternative measures of progress, including reductions of plastic and waste and details on how this was being done and how it was encouraged. The Portfolio Holder confirmed that this was an important point, and this was included as part of the greening of the energy tariff. The Portfolio Holder advised that he felt there would be considerable advances over the next year.
- It was noted that words used in the report included encourage, continue work started or strategize, and it was suggested that this did not show a lot of commitment to definite targets moving forward. The Portfolio Holder advised that this was the annual report on what has happened over the last 12 months rather than looking forward. However, there was an element in the report on next steps, but this was a report on what has happened rather than an action plan. It was hoped that the action plan would be available in the next few months.
- The report included a point about investigating opportunities for local waste treatment facilities and a Board member suggested that just because something was local did not mean it was the best environmentally and that this should be looked into further.
- A Councillor commented on the working together section of the report and asked that schools be included in the partnership. The Portfolio Holder advised that he hoped that he would be addressing all of these issues and confirmed that schools should absolutely be involve, not just as high energy users but because of their role in educating the next generation in issues of climate change. The Leadership Board would be established at the earliest opportunity. It was thought that the public engagement consultation would need to have finished but the Portfolio Holder advised that he wanted to get board together as soon as possible.
- A Councillor commented that because of the way in which the report was presented it was difficult to see the positives. There was also concern that members were not sufficiently engaged. The Portfolio Holder accepted these comments and advised that they would take full responsibility for the presentation and consider it further for future reports.
- There were concerns raised by the Board that the 2050 target date was not ambitious enough and that it had been suggested that it was currently feasible for the BCP area to be carbon neutral by 2042 and that this should be where the targets were aimed at. The Portfolio Holder suggested that the requirement of 2050 meant that this could be achieved in a more accessible and inclusive way.
- A Councillor commented that more officer resource and therefore funding needed to be put into this by the administration. It was noted that this should not be dependent upon the sustainability on its own and they would have a role of an enabler to support this approach across the whole Council.

- It was noted that over 60 percent of emissions come from leased out buildings but there was no further emphasis on how the Council could begin to deal with this issue and asked whether these were included within the 2030 or 2050 plan. There were included within the 2030 target where there were within BCP and the Portfolio Holder advised that we had significant influence over this and considered it an area that we needed to concentrate on.
- With regards to the paragraph on investments and in particular pension fund investments the Portfolio Holder responded that the issue about this went very wide and there were lots of issues on this and advised that he would not favour trying to influence the pension fund but would want to address it in a more collaborative way with bringing employees on board.
- A Board member raised concerns about the climate action working group and sub-groups not continuing. The Portfolio Holder appreciated the concerns but noted that some groups did not even have full membership. They were set up for all the right reasons but were not engaging in the best way. The Portfolio advised that he had reached out to a number of members on how they wanted to be engaged and hoped to get more ideas following the public consultation. A Councillor suggested that there should be a way for members to be involved not just as Councillors but on behalf of residents as well.

The Chairman suggested that a report should be brought back in approximately six months. It was noted that it was expected to come back to Cabinet, with public engagement results back by mid February, the officer group would commence late February or early March and a plan should be available by next summer.

114. Scrutiny of Community Safety Related Cabinet Report

Domestic Abuse Strategy - The Portfolio Holder for Community Safety introduced the report, a copy of which had been circulated and which appears as Appendix 'K' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- A Councillor raised a number of concerns with the strategy, including that there were no principles of measurement for what was trying to be achieved, that there was no specific plan outlined for how performance in this area could be improved and also that there was reference to finance concerns and accessing temporary one-off grants. Overall, it was felt that this was disappointing.
- It was noted that most reports of domestic violence came through the police and other intelligence and within the plan it was set out what we would do with reports received. The Multi-Agency Risk Assessment Conference group met on a weekly basis and considered what action was required for all those on a 'watch' list. There were priorities which were held jointly with the police. It was explained that the strategy was not intended to provide a one size fits all plan and issues would need to be dealt with on a case by case basis.

- A Board member commented that the report was lacking on information regarding investment of resources in prevention and education and funding refuge places. The report referred to a SWOT analysis, but it currently did not have sight of where the weaknesses were. It was noted that financial issues were included within the main report under financial implications. It was noted that the £425k referred to in the report included funding for raising awareness of the issue but that there was a need to be sensitive in the way that this was done, particularly for those who may be at risk.
- It was noted that the report referred to a delivery plan that would be developed and it was suggested that this should be shared with the Board.
- Members asked if, due to the current circumstances, whether another rise in the number of incidences of domestic violence was expected and how would the delivery plan reflect the impact of Corona virus on this. It was noted that the strategy was a joint initiative with other agencies and any update could be brought back to O&S if this was helpful. The Covid response to this area was approved back in April and there was joint communication with police and partners and awareness was being promoted through '#you're not alone'. Cases had gone up recently and the numbers were concerning. The strategy needed to be agreed in order to work together and bring the numbers down. It was normal for cases to increase at this time of year.
- A Councillor commented that they would have liked to have seen more detail in the report but there was a lot of detail that could not be gone into and felt that the report was a good work in progress on this issue.
- A number of Board members felt that significantly more work was needed on this report before it could be approved by Cabinet. It was noted that there was no information on what the targets were, there was also a statement regarding men in gay or bisexual relationships experiencing more domestic violence, it was noted that women in the same situations also did but these were not mentioned. Furthermore, there was no information in the paper about mental health, repeat victims or education. There was also very little in the paper about people who may be difficult to reach through cultural or language barriers. It was suggested that the strategy be acknowledge but that Cabinet request a full delivery paper for what the Council can do and what can be measured.

There was further discussion and a number of suggestions for how the Overview and Scrutiny Board should respond to this paper in terms of making recommendations to Cabinet. Following the discussions and the concerns raised by the Board the Director for Communities suggested that the report be delayed and that it should come back to Cabinet and the Overview and Scrutiny Board with high level strategy and delivery plan in a couple of months.

The Board agreed to this suggestion and made the following recommendation to Cabinet

RECOMMENDED that this item is withdrawn from the December Cabinet meeting to allow time for the issues raised by the Overview and Scrutiny Board to be considered further in order to update the strategy document and to present it to a future Overview and Scrutiny Board and Cabinet together with the high level delivery plan.

Voting: Nem. Con.

115. Exclusion of Press and Public

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.

116. Scrutiny of Environment, Cleansing and Waste Related Cabinet Reports

Bereavement Services Business Plan Phase 1- The Portfolio Holder for Environment, Cleansing and Waste introduced the report, a copy of which had been circulated and which appears as Appendix 'C' to the Cabinet minutes of 16 December in the Minute Book. A number of issues were raised by the Board in the subsequent discussion, including:

- A Councillor commented that they found it difficult to support the report due to the proposals and the impact they would have around the whole market for death and bereavement in Poole and the outward and ongoing impact that it would have. There was concern about how the funding was going to be invested. It was asked why immediate investment in Poole was not included as an option within the report. The Portfolio Holder noted that this was included as an option with the report. The division of funding for Bournemouth and Poole was outlined by the Head of Parks and Bereavement Services.
- There was also concerns raised about the lack of burial space now available within Poole and the impact that this would have going forward. Officers and the Portfolio Holder confirmed that there was an awful lot of work to do in this area and appreciated the concerns of Councillors.
- In response to a question regarding the investment and the potential for borrowing in this area the Portfolio Holder confirmed that this was the first stage and there were several reasons to proceed on this basis. It was noted that the paper set out an interim position over the next 18 months.
- There was discussion regarding working in partnership with other funeral providers and the reasons for and against this option.
- A Board member asked about the natural burial ground in Throop, the Portfolio Holder advised that he was not sure if it was meadow or woodland but there would be no grave markers and would be owned by the Council.

The meeting ended at 9.35 pm

CHAIRMAN

ACTION SHEET – BOURNEMOUTH, CHRISTCHURCH AND POOLE OVERVIEW AND SCRUTINY BOARD

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome
Actions Arising from Board Meeting: 2 November 2020 – 6.00pm				
87	Scrutiny of Regeneration Related Cabinet Reports – Lansdown Programme	The Portfolio Holder undertook to respond to the request from Cllr Slade for further information regarding the ‘bearpit’ improvements. Response from Portfolio Holder to be confirmed.	To ensure that all relevant information as requested by members of the Overview and Scrutiny Board is made available.	TBC
Actions Arising from Board Meeting: 16 November 2020				
94.	Update on BCP Council's Response to the Covid 19 Pandemic	To provide an update on provision of equipment for children entitled to support who needed to self-isolate or where the school has closed to allow them to continue accessing school provision.	That full details of the issue raised within the Board meeting can be shared.	Response from Portfolio Holder to be confirmed
		Response to be provided to Cllr Earle regarding provision of services (in particular regarding community fridges) in Libraries from the Portfolio Holder	That full details of the issue raised within the Board meeting can be shared.	Response from Portfolio Holder to be confirmed
Actions Arising from Board Meeting: 7 December 2020 – 2.00pm				
	Forward Plan	1. That a working group on the Development of the Local Plan be established with the Chairman as the lead member of the group. The Chairman would seek volunteers for the group and determine the final membership. 2. That the budget would be considered in one of the scheduled February meetings and that the Chairman of the Health and Adult Social Care and Children’s	To ensure that the Forward Plan reflects the priorities of the Overview and Scrutiny Board	Forward Plan updates made – see report attached to the O&S Board meeting Agenda – 4 January 2021 6.00pm

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome
		<p>Services Overview and Scrutiny Committees be invited to contribute.</p> <p>3. Portfolio Holder updates be agreed as outlined in the Forward Plan. It was noted that this was a trial and would be reviewed to see if it was providing opportunities for O&S Board to develop and ass value</p> <p>4. The items outlined on the Forward Plan for the scheduled meetings in January and February be agreed. There were no further requests from Board members for additional Cabinet reports to be brought forward for scrutiny.</p> <p>Actioned: Updates to the Forward plan made</p>		
105	<p>Scrutiny of Transformation and Finance Related Cabinet Reports</p> <p>Organisational Design – Acceleration of Transformation Savings for 2021/22 Budget</p>	<p>The Overview and Scrutiny Board recommended to Cabinet that it notes the proposed new approach and requests that the Council continue to consult staff extensively and ensures that adequate support is available to staff to ensure their wellbeing during the transformation process and that it continuously monitors the Council's capacity, particularly within Children's Services and Adult Services.</p> <p>Actioned: Recommendation provided to the Cabinet meeting on 16 December</p>	To enable O&S views to be taken into account by Cabinet when making decisions.	See Cabinet minutes of 16 December for response to the recommendation
Actions Arising from Board Meeting: 7 December 2020 – 6.00pm				
	Scrutiny of Community Safety Related Cabinet Reports – Domestic Abuse Strategy	The Overview and Scrutiny Board recommend that this item is withdrawn from the December Cabinet meeting to allow time for the issues raised by the Overview and Scrutiny Board to be considered further in order to update the strategy document and to present it to a future Overview and Scrutiny Board and Cabinet together with the high level delivery plan.	To enable O&S views to be taken into account by Cabinet when making decisions.	See Cabinet minutes of 16 December for response to the recommendation

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome
		Actioned: Recommendation provided to the Cabinet meeting on 16 December		

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OVERVIEW AND SCRUTINY BOARD



Report subject	Pay & Reward Update
Meeting date	4 January 2021
Status	Public Report
Executive summary	This report provides an update on progress to date with the Pay and Reward project.
Recommendations	N/A – for information only
Reason for recommendations	N/A – for information only

Portfolio Holder(s):	Councillor Drew Mellor, Leader of the Council
Corporate Director	Julian Osgathorpe, Corporate Director
Report Authors	Sarah Ray-Deane, HR Business Partner
Wards	Not applicable
Classification	For Information

Background

On 1st April 2019, employees from four preceding authorities (Bournemouth Borough Council, Christchurch Borough Council, Borough of Poole, and Dorset County Council) transferred to BCP Council under TUPE. These employees transferred on their existing terms and conditions (a requirement of TUPE), meaning that BCP Council has inherited staff working under several different pay structures, and under several sets of contractual terms.

The TUPE arrangements have also resulted in some employees doing the same, or similar roles, being paid at different rates and varying allowances for the same activity. This is an inevitable consequence of local government reorganisation but is not a sustainable position and brings with it the potential for future equal pay claims which the Council has a legal obligation to address.

By adopting a new approach to pay and reward, the Council also has the opportunity to enhance its position as an employer, helping it to attract and retain the skills it needs to deliver high-quality public services alongside its emerging transformation agenda. Throughout this process, a key objective has therefore been to make BCP Council as competitive in the job market as possible, within the bounds of affordability and financial sustainability.

Through the implementation of its pay and reward strategy, the Council will be able to introduce a more consistent and integrated approach to the design and sizing of roles within its workforce. This will not only negate legacy issues inherited from the preceding organisations but can also make a valuable contribution to other aspects of workforce development and support BCP Council in building an organisation fit for the future. For example:

- Succession planning – where work levels can be used to identify gaps and inform the development of succession plans
- Career pathways – where work levels provide the foundation for career pathways and provide a tool for assessing internal opportunities
- Recruitment – where work levels can be used to create adverts and assess a candidate's fit for a role
- On-boarding / learning & development – where work levels are used in the on-boarding process to identify capability gaps and inform development plans
- Behaviours / competencies – can be aligned to work levels to help employees know what is expected of them

- Organisational design – where work level analysis can be used to optimise organisational design and structural costs
- Reward & recognition – where total reward schemes are linked to work levels to enable consistent, yet targeted, reward
- Performance management – can be aligned to work levels to provide greater clarity when describing performance expectations

Project Workstreams

There are two principal areas of activity within the Pay and Reward project:

- Workstream 1: Implementing a new pay structure through the systematic review, redesign and evaluation of all BCP Council roles
- Workstream 2: Implementing a single set of terms & conditions following consultation and negotiation with Trade Unions

Workstream 1

This workstream is supported by our external partners, Korn Ferry who have specialist expertise in this area of business and who have been procured to assist the Council with this work.

An early review and assessment undertaken with Korn Ferry highlighted a number of issues in relation to the definition, evaluation and remuneration of roles:

- There are inconsistencies between the sizes of roles and their level of pay – both within the individual legacy organisations, and across all four collectively
- There are inconsistencies in how the existing job evaluation scheme has been applied – again, within the individual legacy organisations and across all four
- The quality of job information across the four organisations is mixed. There are inconsistencies in how the same role is described, and for many jobs, documentation focuses on describing tasks and activities, rather than the competencies or behaviours needed to drive success

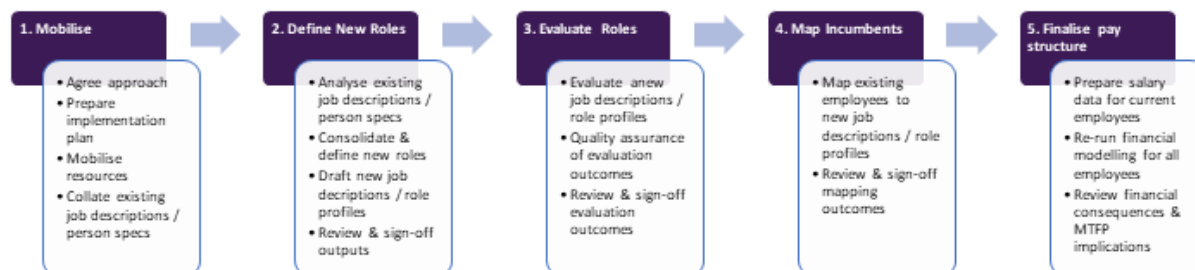
The disparate sizing and evaluation of roles increases the risk of equal pay challenges, as employees could potentially identify roles comparable in size but paid significantly differently. The lack of consistent and robust job sizing would limit the Council's ability to defend such a claim, and there have been several instances of significant challenge involving large groups of employees in local government in recent years. Equal pay claims are highly resource intensive to manage, can incur significant cost, and result in significant reputational damage. Whilst this risk exists however, it is considered that the Council realistically has a period in which to address the issue, but that period cannot be extended indefinitely.

A key objective during this process has been to rationalise the number of job descriptions that currently exist. This has resulted in the introduction of 25 job families across all organisational structures, and the consolidation of job descriptions for similar roles, regardless of which service area they are under. At the start of the process we identified that

BCP Council had approximately 3000 existing job descriptions. These have been rationalised into a set of approximately 520 role profiles.

Implementation - Approach

The approach taken to implement the new pay structure is broken down into five stages as shown in the following diagram:



Good progress has been made to date and we have now concluded stage 4 where all employees have been mapped to an agreed role profile which has been signed off by the relevant Head of Service/Director.

Now that we have established a clear and consistent set of profiles which have been evaluated, the next steps will be to match them against a pay model/data set which we currently anticipate will be the market median for not for profit public sector organisations. It is at that point that the organisation will more fully understand the detailed financial implications arising from the process.

Workstream 2

In parallel with the work undertaken on Workstream 1, negotiations have been taking place on a weekly basis with the recognised Trade Unions on other contractual terms.

Staff feedback has been sought via an online survey as to the importance and satisfaction of the various elements of the existing legacy terms and conditions and staff benefits package. Ideas for future reward packages have also been sought both from staff and management teams.

The proposals prepared have been broken down into six categories:

- Leave and time off
- Employment
- Travel and subsistence
- Pay and allowances
- Wellbeing
- Other benefits

Collective bargaining with the trade unions began in December 2019 and has progressed successfully through each of these categories.

Directorate management teams were also engaged over the summer to seek their views on the latest proposals, and in particular those for pay and allowances. Some matters remain

outstanding following their feedback and pending the outcome of Workstream 1 so that both matters can be considered collectively.

It is important to highlight that all proposals are still subject to change. Nothing will be fully agreed by either side (subject to ballot) until the full package of new terms is known – this includes outcomes from job evaluation and the development of a new pay structure. At that stage, the Trade Unions will ballot their members and only at this stage will it be clear whether the Council is in a position to take forward these proposals into the implementation stage.

Implementation Timescales

The proposed implementation timescale for the project is January 2022. This is the date when, subject to a successful outcome from the trade union ballot, the new arrangements would come into effect. There may be staggered or phased introductions to some of the terms and conditions and there will also be a period of pay protection (timescale not yet determined) for those detrimentally impacted by the outcome of workstream 1.

Options Appraisal

N/A – this report is for information only.

Summary of financial implications

Workstream 1

It is too early to confirm the full financial impact. A number of options will exist that will be considered once we reach the point where we are putting value to roles, and we will consider those options in the context of the Council's financial position and MTFP.

Workstream 2

The guiding financial principle of this workstream is to achieve a cost neutral single set of terms and conditions for BCP Council. Further financial modelling is being undertaken on the pay enhancements section before agreement is reached in principle on the proposed rates.

Summary of legal implications

Changing the terms and conditions of the entire workforce (as opposed to harmonising one organisation's terms with the other) will reduce any risk associated with the TUPE transfer process.

The purpose and rationale for the changes will also support any claims arising e.g. the Council has a statutory obligation to address the issues identified relating to equal pay and so any changes genuinely made as a result of this can be defended as unrelated to the TUPE transfer.

Summary of human resources implications

In order to transition staff to a new pay and grading structure and single set of terms and conditions, a process of collective bargaining with the Council's recognised trade unions is required.

When discussions have been finalised, it is likely that union colleagues will ballot their members to assess numbers in favour of the new pay and reward offer prior to agreeing to a

unilateral change. Whilst every effort is being made to secure agreement, and progress continues to be made, the Council would need to consider the options available to it to progress the outcomes of the project in the event agreement is not reached.

Summary of sustainability impact

The Council has the opportunity to contribute towards the Sustainability agenda through its terms and conditions for staff. Proposals on Travel arrangements for staff undertaking business travel, have aimed to reduce or eliminate travel requirements where practical to do so.

Summary of public health implications

There are no identified public health implications arising from this report.

Summary of equality implications

An assessment of the equality impact of workstream 1 will be undertaken once outcomes are known. At this stage, there is insufficient information to assess.

An Equality Impact Assessment has been undertaken on each of the items proposed under workstream 2. However, it will be necessary to consider the overall cumulative impact to staff once the full set of terms and conditions has been agreed in principle and we can combine the results of both workstreams to assess the overall impact of the project.

Summary of risk assessment

Risk exists in the event of failure to reach agreement with the trade unions through the collective bargaining process. However, at this stage negotiations are progressing well and every effort is being made to ensure a successful outcome. In the event that agreement is not reached, the Council would need to consider the options available at that time giving due reflection to the reason that the process failed.

The outcome of the project will inevitably result in changes that may be beneficial or detrimental to individuals. The risk exists around morale and motivation in light of that uncertainty, but we are aiming for a progressive and affordable outcome that contributes to attracting and retaining the skills we need in the organisation.

Background papers

None.

Appendices

There are no appendices to this report.

CABINET



Report subject	2020/21 Mid-Year Corporate Performance Report
Meeting date	13 January 2021
Status	Public Report
Executive summary	<p>This report provides an overview of performance against the priorities set out in the Corporate Strategy delivery plans for the first six months of 2020/21.</p> <p>The report introduces interactive performance dashboards which are informed by a range of performance measures being collected and reported across the council.</p> <p>Year one of BCP council was used to collect baseline performance data which has been used to set performance targets and intervention levels.</p> <p>Current performance, where it is available, is reported against these and informs the RAG ratings for each of the measures.</p> <p>The report identifies some key improvements and some performance issues.</p> <p>These are addressed in more detail in exception reports, attached as Appendix B to the report.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (i) Note mid year performance (ii) Consider exception reports relating to areas of current adverse performance (iii) Advise of any amendments, deletions of additions to the performance indicator set that informs corporate performance
Reason for recommendations	An understanding of performance against target, goals and objectives will help the Council understand and manage service delivery and identify emerging business risks.

Portfolio Holder(s):	Leader of the Council
Corporate Director	Julian Osgathorpe
Report Authors	Bridget West – Head of Insight, Policy & Performance
Wards	All
Classification	For recommendation

Background

1. The BCP Council Corporate Strategy which was adopted by Council at its meeting on 5th November 2019, is the key component of the Council's performance management framework.
2. This is the basis for prioritisation and the allocation of resources and the beginning of a golden thread which links service, team and personal performance to BCP Council's agreed priorities and objectives.
3. The performance management framework was approved by the Council's Cabinet at its meeting on 9th September 2020. This explains the council's planning and performance reporting processes.
4. It sets out a quarterly performance review cycle for monitoring progress with delivering the council's priorities.
5. Performance was not reported at quarter one as the organisation was still responding to Covid. The impact of this response is reflected against some of the measures that make up this report.
6. Key measures of success originated in the delivery plans, to inform quarterly performance reports to Cabinet.
7. The process of identifying underlying systems of measurement, collecting baseline data, setting targets and intervention levels against these measures found that not all of them lent themselves to quarterly reporting.
8. Through a process of engagement with Service Units, some of the measures have been replaced.
9. The current set of measures being used to report mid-year performance are presented in [interactive performance dashboards](#) for each of the priorities in the corporate strategy.
10. The performance dashboards along with a brief headline performance summary based on progress with performance measures, is presented in Appendix A.
11. These dashboards are hyperlinked to the live interactive tool where more detail behind each performance measure is displayed.
12. Exception reports have been prepared for all the performance measures that are RAG rated as red.

13. The exception reports presented in Appendix B explain the reasons for the level of performance, the associated risks and equality implications and the mitigating actions.
14. The performance measures used are not a finite set of measures. They can and should be reviewed and enhanced to ensure they continue to reflect council priorities and emerging risks and issues.
15. Through this report, Members are asked to consider what additional performance information they would like to see to included in the performance dashboards.
16. Going forward, the ambition is to fully automate performance reporting processes and to replace written performance reports with the interactive dashboards.
17. This will help to reduce the time between the end of a quarter and the actual reporting. Work is underway to understand performance measurement systems and to write the workflows that will facilitate this.

Summary of financial implications

18. Financial implications are explained in exception reports.

Summary of legal implications

19. Legal implications are explained in exception reports.

Summary of human resources implications

20. Human resources implications are explained in exception reports.

Summary of sustainability implications

21. Sustainability impacts are explained in exception reports.

Summary of public health implications

22. Public health implications are explained in exception reports.

Summary of equality implications

23. Equality implications are explained in exception reports.

Summary of risk assessment

24. The risks and mitigating actions are explained in the commentary provided in the exception performance reports at appendix B.
25. Background papers

[BCP Council Corporate Strategy & Delivery Plans](#)

BCP Council Performance Management Framework

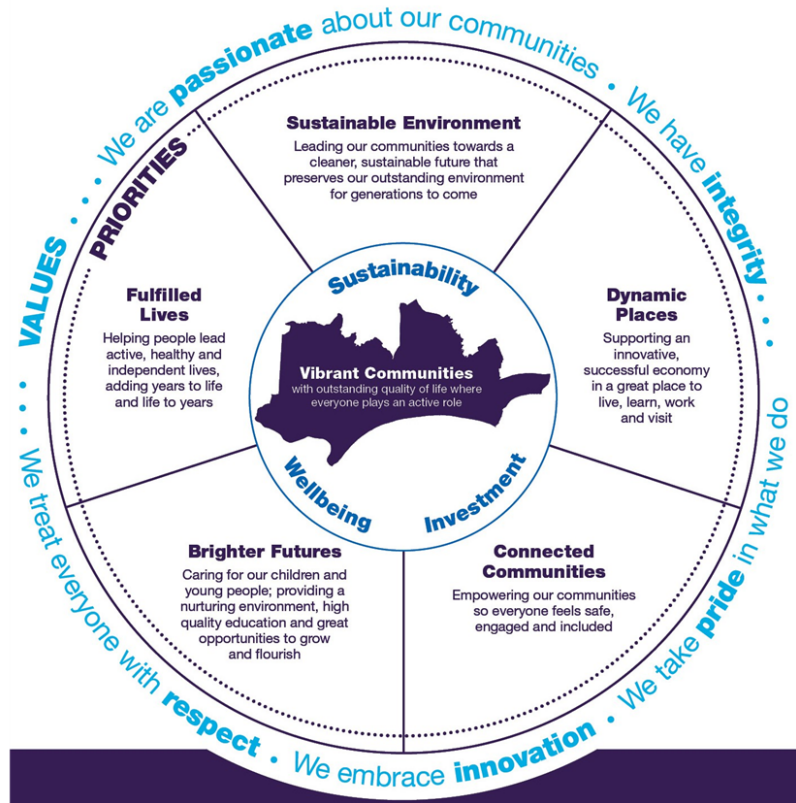
Appendices

Appendix 1 – Summary of Performance

Appendix 2 – Performance Exception Reports

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BCP Council Performance Dashboards



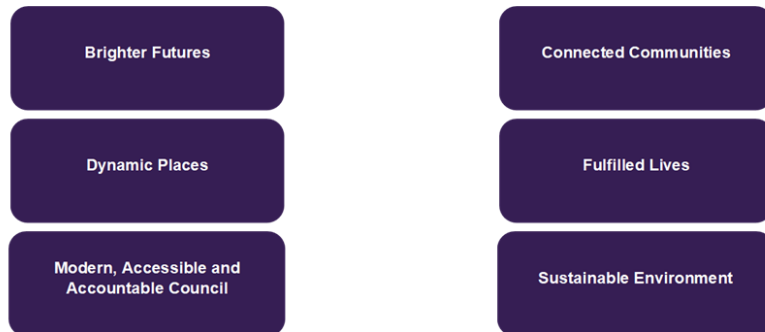
Welcome to these interactive performance dashboards for BCP Council.

There is a performance dashboard for each priority in the Corporate Strategy which will be updated on a quarterly basis, in line with the Council's performance management framework.

They are informed by a range of performance measures being collected and reported across the council. Year one of BCP Council was used to collect baseline data, to set targets and intervention levels, which RAG rates performance as updates are provided. Trend data will build over time and highs, lows and seasonal trends will be easily tracked.

Performance measures should be reviewed to ensure they continue to reflect council priorities and emerging risks and issues.

Click on a council priority below to view current performance.



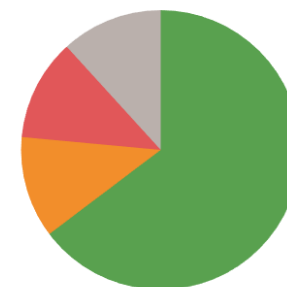
Produced by the Policy and Performance Team

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

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
% of 16-19 year olds not in education, employment or training (NEETs) and unknowns	5.00	4.70	6.80
% of two year old children benefitting from funded early education	84.00	84.00	79.50
Care: % of care leavers aged 19-21 in suitable accommodation.	85.00	92.60	98.90
Education: % of children with Education, Health and Care Plans in mainstream & special schools	Null	89.80	88.40
Education: Early Years: % of children attending a setting rated Good or Outstanding by Ofsted	97.00	97.00	99.10
Education: Permanent Exclusions as a % of all Primary school children	0.06	0.06	0.00
Education: Permanent Exclusions as a % of all Secondary school children	0.19	0.19	0.02
Education: Primary: % of Children attending Good/Outstanding Schools	85.00	89.00	94.00
Education: Secondary: % of children attending Good/Outstanding schools	85.00	75.00	89.00
Education: Special Schools: % rated Good/Outstanding	100.00	100.00	100.00
Number of children and families accessing family support early help services	Null		1,339.00
Number of children who are missing out on education	636.90	637.00	456.00
Social Care: % of assessments to identify children's needs made in a timely fashion	80.00	60.30	84.70
Social Care: % of children in care placed over 20 miles from homes	20.00	17.50	16.80
Social Care: % of children in care with long-term stability	70.00	56.80	71.30
Social Care: % of repeat referrals in 12 months	20.00	19.00	26.10
Social Care: % of timely decisions for children who need a social worker	90.00	77.60	66.40

RAG rating

- On Target
- Monitoring Required
- Action Required
- No RAG Set
- No Data Available



Performance Summary

Generally performance in the Brighter Future priority has been good.

There have been marked improvements in the timeliness of childrens needs assessments and the long-term stability of placements for children in care. The vast majority of children in education are in a good or outstanding rated setting.

The percentage of NEETs has shown an increase but this is often the case in September as the new school year commences.

However, there has been a considerable increase in the percentage of repeat referrals for social care in the past 12 months, 70% of the repeat referrals have been for issues not identified by the first referrals and continuing work to enhance the process will reduce this.

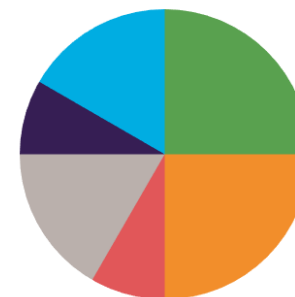
There has also been reduction in the timeliness of decisions for children who need a social worker. It is expected that performance will improve as additional resources are added to the "front door" service.

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

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
Engagement: Number of BCP clients supported by Citizen's Advice BCP	5,000.00	15,059.00	5,832.00
Engagement: Number of community and voluntary sector organisations supported by Community Action Network	140.00	181.00	132.00
Engagement: Number of issues supported by Citizen's Advice BCP	8,000.00	32,824.00	10,946.00
Engagement: Number of new community and voluntary sector organisations supported by Community Action Network	10.00	32.00	11.00
Libraries: Engagement in events and activities held	Null		37,290.00
Libraries: Number of events and activities held	Null		788.00
Museums: Number of visits	27,620...	184,136.00	20,242.00
Number of people experiencing cultural activities	Null		
Safety: Levels of anti-social behaviour	6,183.00	13,017.00	9,722.00
Safety: Levels of serious violent crime	1,733.00	3,648.00	1,761.00
Safety: Perceived fear of crime – across the BCP area and in targeted neighbourhoods	Null		
Safety: Risk to most vulnerable victims of domestic abuse	1.00		

RAG rating

- On Target
- Monitoring Required
- Action Required
- No RAG Set
- Reported Annually
- No Data Available



Performance Summary

Targets and baselines for many of these measures are still under development.

Engagement with the community, as measured here through Citizens Advice and the Community Action Network, has been above target. Additionally the Covid-19 community support programmes have greatly enhanced our understanding of, and engagement with the most vulnerable in our communities.

Covid-19 has impacted the number of people that can visit the libraries and museums, this has led to the libraries making a lot of their events virtual and engagement levels have been high. Once this measure is established regularly we will be able to RAG rate them.

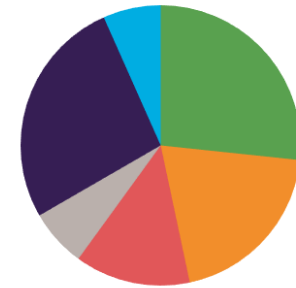
Anti-Social Behaviour remains a concern with figures continuing to increase. It is thought that this may partly be driven by Covid-19 related ASB. The perceived fear of crime is reported through the resident's survey which is next expected in 2021.

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

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
% of journeys undertaken by sustainable modes	Null		
Development: BCP Council investment portfolio income (high level) (millions)	5.30	5.30	
Development: Gross development value generated by Bournemouth Development Company	12.60	12.60	12.60
Economic Development: Business stock (number of businesses)	15,135...	15,135.00	15,115.00
Economic Development: Footfall in the three town centres	Null	3,888,955.00	8,744,895.00
Economic Development: Number of businesses receiving support/quarter	200.00		
New Homes: Completed homes on Council Owned land year to date	0.00	127.00	0.00
New Homes: Total number delivered year to date	2,572.00	1,703.00	
Planning: Major applications determined on time	88.00	85.30	72.00
Planning: Minor applications determined on time	86.00	82.50	67.00
Planning: Other applications determined on time	90.00	87.40	60.00
Skills: % of higher-level qualification (NVQ4 and above)	39.20	35.70	39.40
Smart Place: Jobs created as a result of the programme	5.00		0.00
Smart Place: Number of enquiries relating to business investment through the programme	2.00	0.00	4.00
Tourism: Visitor spend per head to resort	34.00	34.00	

RAG rating

- On Target
- Monitoring Required
- Action Required
- No RAG Set
- Reported Annually
- No Data Available



Performance Summary

Performance for the dynamic places priority has been impacted by the Covid-19 pandemic.

However, whilst there has been a slight fall in the number of businesses in the area, footfall in the town centres has increased considerably.

There has been an increase in the numbers of people with higher level qualifications in the area.

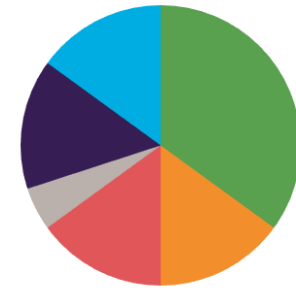
Planning application processing times haven't met local targets and dropped below national intervention levels in this quarter. Minor and other applications have fallen considerably (15% and 27% respectively). There is an action plan in place to bring these applications back up to speed.

The smart place programme is developing and positive figures are expected to be available at new year.

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

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
Adult Care Services: % rated good or outstanding by the Care Quality Commission	89.00	89.00	
Adult Carers: % receiving info/advice or another service after an assessment	55.00	53.00	48.80
Adult Social Care: % of users aged 18+ with control over their daily life	81.00	81.00	
Adults Learning Disabilities: % in receipt of support and services in employment	4.50	3.90	4.60
Adults Learning Disabilities: % in settled accommodation	76.00	74.60	79.30
Adults Mental Health: % of adults in receipt of support and services in employment	7.00	7.00	8.60
Adults Safeguarding: % reporting reduced risks as a result of an enquiry	95.00	95.00	95.90
Drug and Alcohol Treatment: % of people completing treatment successfully for primary alcohol issues	41.00	36.00	30.00
Drug and alcohol treatment: Number of people with dependency accessing the service	1,599.00	1,142.00	1,436.00
Ease of access of all (As determined by the National Highways Transport survey results)	77.00	72.00	79.00
Housing: % of positive outcomes for care leavers under 25 achieved on time	76.00	54.00	46.00
Housing: % of positive outcomes for eligible applicants achieved on time	76.00	60.00	63.00
Housing: % of positive outcomes for families with children achieved on time	76.00	61.00	63.00
Housing: Number of homeless households in bed and breakfast	40.00	213.00	206.00
Housing: Number of people rough sleeping at latest street count	36.00	47.00	32.00
HR: Apprentices employed by BCP Council	5.00	2.00	
Public Health: Take up of health checks	Null		
Skills and Learning: % of all learners who live in a bottom 25% Indices of Multiple Deprivation ward	40.00	34.60	47.60
Skills and Learning: Further Education Choices Learner Satisfaction Rates	95.00	94.50	
Skills and Learning: Learner Achievement Rates	89.50	88.30	

RAG rating
■ On Target
■ Monitoring Required
■ Action Required
■ No RAG Set
■ Reported Annually
■ No Data Available



Performance Summary

Whilst good improvements have been made with supporting those with learning disabilities into employment and settled accommodation and the quality of safeguarding remains high other areas have not met the target levels.

Homeless households in bed and breakfasts remains far above target, driven by the Covid-19 efforts to prevent people from homelessness, consequently the number of people rough sleeping at the last count has reduced considerably. Processing speeds for positive outcomes in housing remain below target, with outcomes for care leavers particularly decreasing.

Health checks, Care Quality Commission ratings and the Learner achievement measures have all been suspended due to the difficulty of data collection during Covid-19.

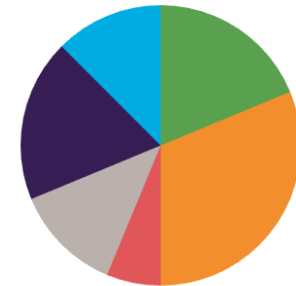
The percentage of total Skills and Learning learners from an indices of multiple deprivation bottom quartile ward have increased and are now at nearly 50%

Modern, Accessible and Accountable Council

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
Communications: Number of website views (to include legacy sites and BCP Council initially)	6,686,882...	7,652,029.00	8,174,739.00
Communications: Total number of BCP Council Corporate account social media followers	96,474.00	73,460.00	117,622.00
Communications: Total number of BCP Council email news subscribers	41,370.00	35,974.00	38,655.00
Customer: % of all interactions raised by online portals	60.00	64.00	62.00
Finance: % of business rate collected	98.00	98.00	50.20
Finance: % of council tax collected	97.50	97.20	53.20
Finance: % of successful grant applications	75.00		56.00
Freedom of Information: % of requests responded to within statutory deadlines	90.00	75.00	83.00
HR: % of employees completing development training	25.00	10.00	
HR: % of employees completing mandatory training	100.00		2.10
HR: % of employees utilising mental health support service	5.00		3.10
HR: Diversity of workforce - at all levels in comparison to BCP demographics	Null		
HR: Employee engagement levels	65.00	56.00	
HR: Employee sickness absence levels (days)	7.00	10.00	8.44
Residents' levels of trust in BCP Council	Null		
Residents' satisfaction across all services	Null		

RAG rating

- On Target
- Monitoring Required
- Action Required
- No RAG Set
- Reported Annually
- No Data Available



Performance Summary

Good progress is being made towards creating a Modern, Accessible and Accountable Council against a backdrop of increasing difficulty as the Covid-19 pandemic impacts resources and capacity.

Of concern is the impact that the pandemic has had on the collection of business rates and council tax, with business rate collection down by 7% on previous years and council tax collection down by 2%. This measure has not been RAG rated due to the corporate decision to not pursue missed payments during lockdown.

The engagement with our social media and email news platforms is increasing and the percentage of contacts coming through online platforms remains high.

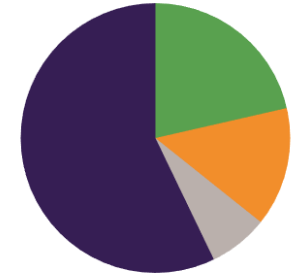
A number of the workforce related measures are reported annually and are unavailable at mid-year. Staff sickness absence has fallen slightly despite the ongoing pandemic. The percentage of staff registered as having completed mandatory training is low and work is being undertaken to increase registration rates

Residents' satisfaction and level of trust is measured through the resident's survey next scheduled for 2021.

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

Agreed measures:	Target	Q4 2019/20	Q2 2020/21
Beaches: Number of Blue Flags awarded	9.00	9.00	
Fleet: Number of BCP Council vehicles replaced with cleaner and greener vehicles	20.00	4.00	
Number of people cycling	Null		
Parks and Open Spaces: % of Sites of Special Scientific Interest in favourable condition owned by or which the Council has management control over	27.00	25.00	25.00
Parks and Open Spaces: Number of Green Flags awarded	23.00	23.00	23.00
Parks and Open Spaces: Number of volunteer hours supporting environmental sustainability and enhancement programmes	150,000.00	101,559.00	
Single occupancy cars entering conurbation	Null		
Street Scene: Standard of cleanliness achieved in line with the Environmental Protection Act 1990	Null		
Sustainability: Number of households receiving energy efficiency advice and guidance	500.00	691.00	117.00
Sustainability: Scope 1 and 2 CO2 emissions for BCP Council	Null	11,389.00	
Use of public transport	Null	25,575,883.00	
Waste: % of total household waste recycled, re-used or composted	50.00	53.92	51.61
Waste: Residual household waste per head of population (kg)	116.46	437.52	108.66
Waste: Residual household waste per household (kg)	108.64	432.22	112.39

RAG rating
■ On Target
■ Monitoring Required
■ No RAG Set
■ Reported Annually



Performance Summary

The picture of performance for the sustainable environment priority is unclear. Data collection against this priority has been particularly hampered by the Covid-19 pandemic which has prevented the conducting of the usual transport surveys, the surveying necessary for Blue Flag accreditation and has also impacted the household energy efficiency surveys.

In addition a number of the measures for this priority are only collected on an annual basis.

Where there is data available performance is encouraging. Whilst residual waste per head and per household is not at target the household waste recycled, re-used or composted remains above 50% indicating strong waste performance.

The renewal of the council's fleet for cleaner and greener vehicles has been hampered by the economic circumstances relating to the Covid-19 pandemic.

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Brighter Futures:

Exception Performance Report	
Indicator Description (taken from performance scorecard): Proportion of repeat referrals in social worker in 12 months	
2020/21 Q2 outturn: 26%	Quarterly Target: 20%
Reason for level of performance: During April to June, we experienced higher numbers of repeat referrals. The referrals were dip-sampled and identified that in 70% of cases the repeat referrals were made for different issues and concerns to those identified in the original referrals. In the latter part of the period, numbers reduced again to be more in line with comparator averages.	
Summary of financial implications: None identified.	
Summary of legal implications: A safe and effective front door service is essential for Children's Services to fulfil our statutory duty to safeguard and promote the welfare of children in the area who are in need, as set out in the Children Act 1989.	
Summary of human resources implications: None identified.	
Summary of sustainability impact: None identified.	
Summary of public health implications: Safe, effective and timely decision making in front door services is essential to ensure the health and welfare of children and young people. This includes keeping them safe from harm, abuse and maltreatment.	
Summary of equality implications: The impact of this performance was indiscriminate, in that it affected all children and young people in the same way, including those from protected groups. However, some groups of children are more likely than others to be referred to social care services. For example, disabled children have been found to be at greater risk of abuse and neglect, and recognition and assessment can be delayed for this group, as signs of neglect and abuse may be confused with the underlying disability or condition. Disabled parents, and parents with a learning disability, may require additional support to engage with children's services. The ways in which abuse and neglect manifest differs between age groups, but some forms of neglect may be less well recognised in older young people, or indeed those who are pre-verbal. There is a growing recognition of the role of fathers as protective factors, although there remains a focus on mothers. There is a strong correlation between abuse and neglect and deprivation. Unaccompanied asylum seeking children are without parental protection and may face language barriers. ¹	

¹ NICE Social Care Guideline Equality Impact Assessment

Exception Performance Report

Indicator Description (taken from performance scorecard):

Proportion of repeat referrals in social worker in 12 months

Actions taken or planned to improve performance:

Whilst performance has now reduced, to 21% in September, further improvements are required in the front door service. This includes workforce development to improve the application of thresholds, timely decision making with management oversight, and an improved understanding of the new Early Help offer.

Completed by: Lorraine Marshall, Service Director

Service Unit Head approval with date:

Lorraine Marshall, 1 December 2020

Exception Performance Report

Indicator Description (taken from performance scorecard):

Social Care: % of timely decisions for children who need a social worker

2020/21 Q2 outturn: 66%

Quarterly Target: 80%

Reason for level of performance:

Front door services are those which are the first point of contact for people seeking help for children and young people in BCP. Contacts for help are triaged and directed to the most appropriate service, which may be a referral to Children's Social Care or Early Help.

During the first half of the year, the timely progression of decisions within front door services has been too slow. This has been impacted by resourcing challenges within the team and steps taken to resolve this are expected to rapidly improve performance within the second half of the year. Some improvement has been noted in August and September, despite an increase in demand during this time.

Summary of financial implications:

Additional capacity has already been identified and is in place within the team in Quarter 3. There are no additional funding requirements.

Summary of legal implications:

A safe and effective front door service is essential for Children's Services to fulfil our statutory duty to safeguard and promote the welfare of children in the area who are in need, as set out in the Children Act 1989.

Summary of human resources implications:

None identified.

Exception Performance Report

Indicator Description (taken from performance scorecard):

Social Care: % of timely decisions for children who need a social worker

Summary of sustainability impact:

None identified.

Summary of public health implications:

Safe, effective and timely decision making in front door services is essential to ensure the health and welfare of children and young people. This includes keeping them safe from harm, abuse and maltreatment.

Summary of equality implications:

The impact of this performance was indiscriminate, in that it affected all children and young people in the same way, including those from protected groups. However, some groups of children are more likely than others to be referred to social care services. For example, disabled children have been found to be at greater risk of abuse and neglect, and recognition and assessment can be delayed for this group, as signs of neglect and abuse may be confused with the underlying disability or condition. Disabled parents, and parents with a learning disability, may require additional support to engage with children's services. The ways in which abuse and neglect manifest differs between age groups, but some forms of neglect may be less well recognised in older young people, or indeed those who are pre-verbal. There is a growing recognition of the role of fathers as protective factors, although there remains a focus on mothers. There is a strong correlation between abuse and neglect and deprivation. Unaccompanied asylum seeking children are without parental protection and may face language barriers.²

Actions taken or planned to improve performance:

There has been an increase in both the volume and complexity of contacts and referrals post-lockdown, in particular following the schools reopening in September. This has and continues to result in pressure within front door teams, but planned mitigations are supporting the sustainment of some performance improvements.

Challenges remain to ensure that timely decisions are made for children and that as a result they receive the right support at the right time. Workforce development will be a key priority in the next six months within the teams to improve not only timescales but also management oversight and threshold decisions.

Completed by: Lorraine Marshall, Service Director

Service Unit Head approval with date:

Lorraine Marshall, 1 December 2020

² NICE Social Care Guideline Equality Impact Assessment

Connected Communities

Exception Performance Report	
Indicator Description (taken from performance scorecard): Safety: Levels of anti-social behaviour	
2020/21 Q2 outturn: 9722	Quarterly Target: 6182
Reason for level of performance: <p>The increase in reports since April 2020 is highly likely to be largely attributable to Covid 19 breach reports. This has been experienced locally and nationally www.bbc.co.uk/news/uk-52298016</p> <p>Much of the increased anti-social behaviour recorded during the first six months of 2020/21 has been due to breaches of Covid regulations, people gathering either inside homes or outside during the summer. This was particularly an issue during the summer where we saw large numbers of people travelling to the conurbation.</p> <p>With the reopening of shops and licensed premises in the summer, we have also seen a return of begging and street anti-social behaviour in our town centres, although this is much reduced from this same period last year.</p>	
Summary of financial implications: N/a	
Summary of legal implications: The intention is to consult on a new Public Spaces Protection Order for the BCP area in the new year, to ensure that where we see alcohol related ASB, this can effectively be dealt with.	
Summary of human resources implications: The ASB team have had a vacancy, which has been temporarily filled, and there are plans in place to fill the vacancy for the Senior ASB Officer, which has been vacant for the past year. This will give the ASB team more resilience and ensure they are better able to manage their caseload.	
Summary of sustainability impact: N/A	
Summary of public health implications: Addiction is one of the most significant causes of anti-social behaviour, whether this is dependant drinkers who congregate in public spaces or drug consumption and dealing.	

Exception Performance Report

Indicator Description (taken from performance scorecard):

Safety: Levels of anti-social behaviour

Summary of equality implications:

A significant number of the perpetrators of anti-social behaviour will be vulnerable in some way, whether this is through addiction, mental health issues or because they are young people at risk of exploitation.

Actions taken or planned to improve performance:

A Tactical Response Plan has been developed in order to deliver an effective response to the issues presented by Covid 19 including ASB. In addition, 12 new covid marshals have been deployed across the BCP area since 31/10/20 to support with compliance of rules and social distancing. Joint work with Police, BIDs, addiction and homelessness services aims to address the street based ASB we see in our town centres.

The Community Safety Partnership is also developing a longer-term ASB Strategy to co-ordinate our partnership work.

Completed by: Hannah Kier/Andrew Williams

Service Unit Head approval with date:

Dynamic Places

Exception Performance Report

Indicator Description (taken from performance scorecard):

Planning: Minor planning applications determined on time

2020/21 Q2 outturn: 67%

Quarterly Target: 86%

Reason for level of performance:

The Covid-19 global pandemic had a direct impact on ability to determine applications on time during Q2. This is due to measures that had to be put in place in Q1 (during when the lockdown was in place) to protect the safety of the staff as well as the wider public through cessation of staff initially being able to come to the office, restrictions with being able to work from home (the workforce did not have access to all the equipment initially), a pause on application publicity and limitations on being able to leave their homes to carry out site visits. The decision to pause the planning application notification during much of Q1 pending easing of lockdown restrictions added time to the application process to ensure that the public had their statutory right to comment on proposals.

The swift corporate response to providing the teams with laptops was, however, very much welcomed and enabled the staff to move to working remotely. Notwithstanding this the systems accessed through the laptops were initially slower in Q1 than in if connected to desktops in the office. This was resolved through working with ICT during Q1 but meant that normal tasks took longer before that. There was also a delay in taking required support kit home such as a second screen due to the lockdown restrictions.

A significant proportion of the workforce were also impacted by having to home school during lockdown as well as carry out the day job of processing planning applications. It is understood that this was a national issue but was a factor in terms of the performance output in Q2.

Whilst mitigation measures were put in place as lockdown restrictions eased and operations continued, the impact of the volatility during Q1 has resulted in planning applications received in Q1 subject to delayed determination periods during Q2, with some exceeding the government set timeframes for determining applications.

A further aspect was that demand started to increase rapidly as the market reacted to the relaxation of lockdown towards the end of Q1 creating a bulge of workload in the system that needed to be processed in Q2. The capacity of the team available in Q2 to deal with the additional spike in workload also affected the ability to process the volume of work on hand as efficiently as it would in normal circumstances.

Summary of financial implications:

There is a need to boost capacity to deal with workload with some additional short term staff but this is covered through existing vacancies

Summary of legal implications:

None identified

Exception Performance Report

Indicator Description (taken from performance scorecard):

Planning: Minor planning applications determined on time

Summary of human resources implications:

The increased workload potentially impacts on the health and well being of the existing staff and that is being managed carefully. Bringing in additional short term support will ease pressure for existing staff as well as ensure performance is improved by the end of the monitoring period.

Summary of sustainability impact:

None identified

Summary of public health implications:

Staff are enabled to work from home and carry out site visits safely within Covid restrictions. Outbreaks of Covid within staff will need to be managed accordingly but to date staff have remained safe and well in respect of Covid.

Summary of equality implications:

The planning service is available for all people to use as required for their needs and in this regard there are no equality implications identified as the service remains open and operational. A delay in processing a planning application should equally therefore not adversely affect any parties with protected characteristics. However, as a safeguard the service will identify and prioritise any applications that are shown to be vital to be determined in time in order to safeguard any applicants with protected characteristics that would be unduly affected by a prospective delay. There have been no instances of delays causing any parties with protected characteristics issues to date.

Actions taken or planned to improve performance:

An action plan is in place to drive efforts on reducing demand and significantly improve performance to service the ongoing workloads efficiently by end of monitoring year and beyond. Key measures include:

- Streamlining processes and using additional staffing resources within available budgets to reduce on hand demand;
- Better communication with customers to resolve issues through the roll out of MS Teams telephony;
- Weekly performance reviews to improve workflow management, focus on determining applications approaching time limits, identify the pressures and act to resolve as early in the process as possible;
- The S106 process for minor developments is being reviewed to make it leaner and more customer friendly, which will directly enable quicker decisions to be made;
- The front-end registration part of the process is being reviewed and Q2 delay already being significantly unblocked to release applications quicker into the planning officers;
- Comprehensive review of planning application process underway including working with transformation team to embed culture of continuous improvement and to ensure service expectations are achieved through the Council's new operating model;
- Ongoing work to move the legacy planning systems to a single system to standardise process and enable better resilience and management of the single local planning authority function;
- Resource planning as part of corporate transformation to address staffing needs representative of the volume and type of planning application work that is serviced each year, including bringing in short term support.

Completed by: Nick Perrins

Service Unit Head approval with date: Nick Perrins 2/12/20

Exception Performance Report

Indicator Description (taken from performance scorecard):

Planning: Other planning applications determined on time

2020/21 Q2 outturn: 60%

Quarterly Target: 90%

Reason for level of performance:

The Covid-19 global pandemic had a direct impact on ability to determine applications on time during Q2. This is due to measures that had to be put in place in Q1 (during when the lockdown was in place) to protect the safety of the staff as well as the wider public through cessation of staff initially being able to come to the office, restrictions with being able to work from home (the workforce did not have access to all the equipment initially), a pause on application publicity and limitations on being able to leave their homes to carry out site visits. The decision to pause the planning application notification during much of Q1 pending easing of lockdown restrictions added time to the application process to ensure that the public had their statutory right to comment on proposals.

The swift corporate response to providing the teams with laptops was, however, very much welcomed and enabled the staff to move to working remotely. Notwithstanding this the systems accessed through the laptops were initially slower in Q1 than in if connected to desktops in the office. This was resolved through working with ICT during Q1 but meant that normal tasks took longer before that. There was also a delay in taking required support kit home such as a second screen due to the lockdown restrictions.

A significant proportion of the workforce were also impacted by having to home school during lockdown as well as carry out the day job of processing planning applications. It is understood that this was a national issue but was a factor in terms of the performance output in Q2.

Whilst mitigation measures were put in place as lockdown restrictions eased and operations continued, the impact of the volatility during Q1 has resulted in planning applications received in Q1 subject to delayed determination periods during Q2, with some exceeding the government set timeframes for determining applications.

A further aspect was that demand started to increase rapidly as the market reacted to the relaxation of lockdown towards the end of Q1 creating a bulge of workload in the system that needed to be processed in Q2. The capacity of the team available in Q2 to deal with the additional spike in workload also affected the ability to process the volume of work on hand as efficiently as it would in normal circumstances.

Summary of financial implications:

There is a need to boost capacity to deal with workload with some additional short term staff but this is covered through existing vacancies.

Summary of legal implications:

None identified

Summary of human resources implications:

The increased workload potentially impacts on the health and well being of the existing staff and that is being managed carefully. Bringing in additional short term support will ease pressure for existing staff as well as ensure performance is improved by the end of the monitoring period.

Summary of sustainability impact:

None identified

Exception Performance Report

Indicator Description (taken from performance scorecard):

Planning: Other planning applications determined on time

Summary of public health implications:

Staff are enabled to work from home and carry out site visits safely within Covid restrictions. Outbreaks of Covid within staff will need to be managed accordingly but to date staff have remained safe and well in respect of Covid.

Summary of equality implications:

The planning service is available for all people to use as required for their needs and in this regard there are no equality implications identified as the service remains open and operational. A delay in processing a planning application should equally therefore not adversely affect any parties with protected characteristics. However, as a safeguard the service will identify and prioritise any applications that are shown to be vital to be determined in time in order to safeguard any applicants with protected characteristics that would be unduly affected by a prospective delay. There have been no instances of delays causing any parties with protected characteristics issues to date.

Actions taken or planned to improve performance:

An action plan is in place to drive efforts on reducing demand and significantly improve performance to service the ongoing workloads efficiently by end of monitoring year and beyond. Key measures include:

- Streamlining processes and using additional staffing resources within available budgets to reduce on hand demand;
- Better communication with customers to resolve issues through the roll out of MS Teams telephony;
- Weekly performance reviews to improve workflow management, focus on determining applications approaching time limits, identify the pressures and act to resolve as early in the process as possible;
- Reducing the requirements for officers reports for 'other' applications where there no objections received to free up officer time to focus on decision making within time;
- The front-end registration part of the process is being reviewed and Q2 delay already being significantly unblocked to release applications quicker into the planning officers;
- Comprehensive review of planning application process underway including working with transformation team to embed culture of continuous improvement and to ensure service expectations are achieved through the Council's new operating model;
- Ongoing work to move the legacy planning systems to a single system to standardise process and enable better resilience and management of the single local planning authority function;
- Resource planning as part of corporate transformation to address staffing needs representative of the volume and type of planning application work that is serviced each year, including bringing in short term support.

Completed by: Nick Perrins

Service Unit Head approval with date: Nick Perrins 2/12/2020

Fulfilled Lives

Exception Performance Report

Indicator Description (taken from performance scorecard):

Adult Carers: % of carers who receive info/advice or another service after an assessment

2020/21 Q2 outturn:

48.8

Quarterly Target:

55

Reason for level of performance:

Performance has been impacted by the necessary reduction in day opportunities as a result of Covid 19 restrictions. The pandemic has also resulted in a reduction in the number of recreational Vouchers (of all types) being issued or issued but then not used. Many carers are, understandably, reluctant to engage in social activity because of the risk of cross-infection.

Similarly, there has been a reduction in residential respite due to homes not wishing to risk introducing infection to their establishments from short-stay clients, as well as carers not wishing the person they care for to be admitted to a care home; particularly at that time when care homes were seen as high risk environments.

Summary of financial implications:

Demand for, and therefore spending on, respite services has been suppressed since the start of the Covid-19 pandemic and continues to be less than usual for the reasons expressed above. Similarly, the uptake of vouchers has been lower than usual, resulting in reduced spending in this area.

Demand for additional support to cared-for individuals has, in some cases, risen as an alternative to residential respite care. In many cases, however, carers and those they care for have chosen to reduce the risk of infection by isolating themselves as much as possible and simply managing day-to-day as best as they can.

Summary of legal implications:

Government recognised that the full requirements of the Care Act (2014) might be difficult for Local Authorities to discharge during the Covid-19 pandemic and introduced Easements to the Act. The provision of easement powers for Local Authorities took legal effect on 31st March 2020 through the Coronavirus Act (2020).

An easement was applied relating to adult social care day centres, this easement has now been lifted with restricted provision being put in place in a Covid safe way in order to accommodate those adults at high risk including where the carer relationship is at significant risk of breaking down.

Summary of human resources implications:

Operational teams have been equipped with the technology and PPE necessary to work in a more flexible way with reduced use of office space and a greater reliance on working from home and videoconferencing in order to continue to work with carers.

Exception Performance Report

Indicator Description (taken from performance scorecard):

Adult Carers: % of carers who receive info/advice or another service after an assessment

Summary of sustainability impact:

The move to widespread home and remote working and the use of videoconferencing when working with carers has led to very significant reductions in travelling to venues and consequently lower carbon emissions. There is significant learning about the use of technology in offering support and services to carers in a sustainable way and also mobile and flexible working, which will be taken forward from this period.

Summary of public health implications:

Carer stress has been a key issue during the lockdown period and this has resulted in a higher level of safeguarding contacts being made.

Summary of equality implications:

The focus has been on ensuring that carers and those they care for continue to be able to access information, advice, assessments and services whilst working through a reporting period where the Covid 19 virus and subsequent lock down restrictions have been in place. The closure of day services for some of the period, limited use of the voucher scheme and limited use of respite has impacted on carers and those that they care for including older people and those with a physical disability, learning disability or mental illness. These impacts have been mitigated through the use of interim community-based support services and the use of technology including the use of videoconferencing to support clients and carers with the greatest needs.

Actions taken or planned to improve performance:

Support to carers is ongoing. We are working with Tricuro who are providing outreach support following the closure of day-centres. Where required Tricuro are referring to ASC for urgent need. The Carers Centre continues to support carers virtually, with a wide range of carers social events moving to online delivery. During the summer months, the Carers Centre has been able to facilitate visits using the outdoor space for socially distanced one-to-one support. Over the Winter months, indoor visits will be facilitated in accordance with prevailing restrictions and safety measures. Carers have identified that mutual support with other carers benefits them the most, so small groups, as defined by prevailing public health advice, will be permitted to visit the Carers Centre by pre-booked arrangement.

A comprehensive review of the support available to unpaid carers, including young carers, is being planned with an expected launch early in 2021. Learning from the experiences of carers before and during the Covid-19 pandemic will be an integral feature of this review.

Completed by: Mali Gudgion, Adult Social Care Commissioning

Service Unit Head approval with date:

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: % of positive outcomes for care leavers under 25 achieved on time

2020/21 Q2 outturn:

46

Quarterly Target:

76

Reason for level of performance:

13 out of 28 Households prevented/relieved within 56 days. However robust housing and support pathways are in place for all care leavers who do not yet have settled accommodation. This group have spent longer in temporary housing awaiting a more settled housing solution due to increased single homelessness demands across the conurbation.

The reduced availability of settled and affordable accommodation in the private and social sector has led delays in moving Care leavers into a settled home.

Summary of financial implications:

N/A

Summary of legal implications:

N/A

Summary of human resources implications:

N/A

Summary of sustainability impact:

N/A

Summary of public health implications:

N/A

Summary of equality implications:

Young people are disproportionately affected by homelessness and may be at greater risk of unemployment as a result of the pandemic. Young LGBTQ people are disproportionately affected by homelessness.

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: % of positive outcomes for care leavers under 25 achieved on time

Actions taken or planned to improve performance:

Proposals in development for an updated Housing & Children's Services Young Persons Housing Protocol including Care Leavers. Focus on 16/17 year old's including emergency accommodation; Care Leavers accommodation planning and transition, Young people leaving custody, 18-25 year old young people with support needs and our Supported accommodation and settled housing move-on offer.

Early referral and housing resource panel in place to mitigate against risks for Care Leavers becoming homeless. New aligned Housing Allocations Policy proposed to further prioritise social rented accommodation for care leavers. Council Housing Strategy identifying care experienced young people as an area of need for suitable housing is in draft and due for consultation in early 2021. Young People Interview Guidance for Housing Officers about to be launched November 2020.

Completed by: Ben Tomlin, Head of Housing Options & Partnerships

Service Unit Head approval with date:

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

2020/21 Q2 outturn:

206

Quarterly Target:

40

Reason for level of performance:

Households accommodated in B&Bs are significantly higher than forecast due to the 'Everyone In' government initiative which locally has meant supporting over 300 households (mainly singles) with safe accommodation during the pandemic.

Homelessness demands to house rough sleepers continue because of the need to allocate emergency placements to mitigate transmission of Covid 19 across the single homeless community. The numbers of people who subsequently became at risk of rough sleeping at the start of the pandemic due to precarious housing circumstances breaking down was high (e.g. sofa surfing, staying with friends).

Summary of financial implications:

Additional costs have been required to resource hotel accommodation, housing officers management, support and security staff both within the hotels and centrally and provide subsistence, laundry and other essential personal costs to support the number of households above the target.

When the lockdown was first announced £54,000 was awarded to BCP Council towards the costs of 'Everyone In'. The Council has also been awarded a grant of £396,000 by Defra for Emergency Assistance, the purpose of which is to fund immediate needs of those who are struggling to afford food and essentials due to Covid-19. It is anticipated that this funding is intended to be spent between August and October. The Council received £1.4m Rough Sleeper Initiative (RSI) grant for 20/21 pre-Covid, MHCLG have confirmed that £220,000 of this can be repurposed to support the Covid related additional costs. Further analysis of the RSI grant is taking place to see if other elements of the grant can also be repurposed to support these costs.

The Council has been successful with securing Next Steps Accommodation Programme grants for this year and the following 3 years of over £1million revenue support & £4million capital.

Additional 'Next Steps' revenue and contingency grant funding of over £2m will support the financial pressure in 2020/21.

The cost of managing the additional case work is largely being absorbed by existing staff in the Housing Options team & St Mungo's outreach team.

The housing options team are preparing bids for addition funding for Cold Weather Fund, Protect Programme and the Shared Outcomes fund, all of which are expected to aid Council financial pressures from the additional hotel placements.

Summary of legal implications:

N/A

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

Summary of human resources implications:

Additional grants received to support the management and support of additional people in temporary housing in this year is placing an additional dependency on good quality agency staff which are often in short supply.

Summary of sustainability impact:

N/A

Summary of public health implications:

Robust outbreak management plans are in place for all emergency accommodation settings with Covid-19 Secure temporary accommodation is in place for people who are required to self isolate or who have had a positive test results.

A dedicated interim Housing Manager is in place to support the business continuity arrangements across all Housing settings within BCP, providing a close working partnership with Public Health and other key partners.

Summary of equality implications:

Many people who rough sleep and need emergency accommodation and welfare assistance have complex health needs and complex behaviours. Improving their own opportunities to secure longer term independence and improvements in health and wellbeing, whilst ensuring the wider community impact is lessened remains a priority. Person centred interventions are provided in partnership with a range of statutory & non-statutory partners.

The approach seeks to enhance the local offer to people who would otherwise not receive housing, care and support due to presiding housing legislation and guidance.

The following equality impacts are key in the delivery of this offer & will have positive benefits across each specific group.

It is recognised that people from Black, Asian and other minority ethnic backgrounds may be at greater risk of COVID19 for a variety of socioeconomic factors. People from migrant backgrounds who do not have full access to public funds are at great risk of homelessness. People with existing health conditions may be more vulnerable to the virus. People who are homeless have high instances of additional health conditions.

It is recognised that single men make up a majority of homelessness applicants, and particularly of rough sleepers.

Women and men have different experiences of homelessness. Women are disproportionately likely to be victims of domestic abuse and become homeless as a result of domestic abuse. They are also more likely than men to become homeless with their children.

Exception Performance Report

Indicator Description (taken from performance scorecard):

Housing: Number of homeless households in bed and breakfast

Young people are disproportionately affected by homelessness and may be at greater risk of unemployment as a result of the pandemic. Young LGBTQ people are disproportionately affected by homelessness.

Actions taken or planned to improve performance:

Move-on planning for people accommodated during lockdown is reducing households in B&B. A successful Next Steps Accommodation Programme (NSAP) grant will further aid these efforts with the BCP Homelessness Partnership. The existing NSAP Capital and Revenue Grant award of c£7M is already helping mitigate the costs of providing temporary accommodation and support, as well as providing new targeted homes and support to this group to enable move on into settled homes. The integrated support provision across services, particularly health services, has been key in helping those placed in bed and breakfast accommodation stay inside and avoid returning to the streets. This work continues.

Effective governance arrangements are in place through the Homelessness Reduction Board and Partnership. The Homelessness & Rough Sleeper Strategy, due for public consultation in November, will agree the strategic approach to tackle homelessness in all forms.

Completed by: Ben Tomlin, Head of Housing Options & Partnerships

Service Unit Head approval with date:

Modern, Accessible and Accountable Council

Exception Performance Report

Indicator Description (taken from performance scorecard):

HR: % of employees completing mandatory training

2020/21 Q2 outturn:

2.10%

Quarterly Target:

100%

Reason for level of performance:

As this data is taken from the iLearn system many employees who did their mandatory training when they first joined the organisation have not renewed their training in the system. Our policy states that mandatory training must be completed every 3 years.

The recorded rate of employees completing their mandatory training has also been impacted by the decision to stop informing managers of the completion rate of mandatory training in their areas due to the reduction in the Learning and Development (L&D) team. There is a clear need to improve communications about the importance of mandatory training amongst staff and to secure greater engagement from managers and directors in driving its take-up across the organisation. This will be tackled as a priority over the next quarter in order to make the required improvement in performance.

Summary of financial implications:

Should BCP council be unable to defend a data breach. For example, a GDPR breach, where there is no evidence of mandatory training taking place or the intent to train, the Council could be liable for financial penalties.

Example; In 2018 the UK Information Commissioner's Office fined Equifax and Facebook for data failures under the pre-GDPR Data Protection Act, in which the highest possible fine is £500,000.

Summary of legal implications:

Most mandatory training is in place as there is statutory legislation requiring this training to be completed.

For example; The Health and Safety at Work etc Act 1974 requires every employer to provide whatever training, equipment, PPE, and information necessary to ensure the safety and health of their staff, this includes some form of health and safety training.

Any organisation failing to meet the expectations of health regulators, or the appropriate Health and Safety Executive (HSE), faces a risk to their reputation. Health regulatory bodies are required to publish inspection reports, while information about HSE inspections can be gained via Freedom of Information requests.

Example; A local authority was fined after two of its social workers were assaulted on a home visit by the mother of a vulnerable child. HSE found that the local authority failed to follow its corporate lone working policy or violence and aggression guidance. No risk assessment was completed, and staff were not trained accordingly. The authority was fined £100,000, with costs of £10,918.88.

Exception Performance Report

Indicator Description (taken from performance scorecard):

HR: % of employees completing mandatory training

Summary of human resources implications:

Employees may be at risk in the workplace if they have not completed the necessary mandatory training. Managers may be held accountable for performance and delivery. There could also be increased risk to service delivery, which could result in absence, grievance and disciplinary processes.

Summary of sustainability impact:

No impact identified.

Summary of public health implications:

Failure to comply with Health & Safety standards, due to the services that BCP Council deliver, may have an increased risk to Public Health, for example; catering or waste disposal.

Summary of equality implications:

Equality and Diversity Training forms part of our mandatory training. Failure to complete this means that staff may be unaware of the Council's Public Sector Equality Duties and how this applies to their role and workforce behaviour and any subsequent impacts on the Council's commitment to equality and diversity.

Actions taken or planned to improve performance:

- Internal audit completed to highlight the risk and propose actions
- Data cleanse to compare current ilearn records with current E1st establishment to understand true baseline and set target for improvement reporting monthly.
- Communications campaign to raise awareness of completion rates and requirement to complete.
- Buy in and role modelling from senior leaders within the organisation.
- L&D resource is required to maintain records and improve completion rates – resource requirements may be addressed in corporate restructure project.

Completed by: Lucy Eldred, Head of HR

Service Unit Head approval with date: Matti Raudsepp, Service Director – Organisational Development

CABINET



Report subject	Setting up the BCP Cultural Compact
Meeting date	13 January 2021
Status	Public Report
Executive summary	<p>Developing a strong cultural agenda that offers inclusive opportunities lies at the heart of our aspirations for fulfilled lives, brighter futures, connected communities and a better place to live, work and visit.</p> <p>The recommendations of the 2019 BCP Cultural Enquiry were widely accepted and Arts Council England encouraged and supported the setting up of a multi-sector BCP Cultural Compact to deliver on the recommendations and support the development and delivery of a city-region wide Cultural Strategy.</p> <p>In response to the COVID emergency the Cultural Future conference, which would have been a stepping-stone to the Cultural Compact, was postponed and £150k funding previously made available to support this work was withdrawn.</p> <p>To take forward the Enquiry recommendations a task and finish Cultural Action Group worked from May to September 2020, producing a report and recommendations (Appendix 1) including the proposed outline format of the Cultural Compact.</p> <p>To deliver on these recommendations the agreement of Cabinet is requested to re-provision a three-year budget package to support cultural development and the establishment and delivery of the Compact and a Cultural Strategy and delivery plan.</p> <p>The three-year budget package will be the start up investment required to enable this work to be undertaken. It is anticipated Arts Council England will support this with an additional £20k grant. Over time the funding of the Cultural Compact from external sources will reduce its reliance on Council funding for day-to-day running costs.</p> <p>The budget allows for further consultation with communities and groups with protected characteristics which have been identified in the Cultural Enquiry as under-represented in cultural activity, such as young and older people, disabled and Black and Minority Ethnic communities. This work will also be a platform for diverse recruitment to the Cultural Compact and new officer roles.</p> <p>When the Cultural Compact is fully established it will 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.</p>

Recommendations	<p>It is RECOMMENDED that:</p> <ul style="list-style-type: none"> 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. 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.
Reason for recommendations	To facilitate the establishment of the Cultural Compact, so that BCP Council and the Cultural Compact can deliver on the recommendations of the Cultural Enquiry and the priorities of the Council. In doing so we will support and enable inclusive and diverse creative engagement and participation by the community and visitors.
Portfolio Holder(s):	Cllr Mohan Iyengar, Portfolio Holder for Tourism, Leisure and Culture
Corporate Director	Bill Cotton, Corporate Director for Regeneration and Economy
Service Director	Chris Saunders, Director of Destination and Culture
Contributors	Michael Spender, Museum and Arts Manager
Wards	All Wards
Classification	For Decision

Background

1. "Culture" is a word with broad meaning, often used to refer to food, religion and other forms of heritage. For the purposes of this report, we are using it to reference the broad and inclusive range of cultural activity carried out by individuals, community groups and professional organisations encompassing everything from combined arts, music, dance, artistic sport, theatre, visual arts, literature, heritage and more. The cultural sector is fully inclusive, for people of all ages and backgrounds, with a spectrum from "high" and professional arts to popular and voluntary activity.
2. Creativity and culture play a vital role in supporting local economies, developing talent, facilitating health and wellbeing, building and sustaining communities, creating a sense of place, reflecting identity, and creating well-balanced children and

young people. Creation or enjoyment of cultural activity plays an important role for all of us, allowing us to reflect and comment on society, better understand ourselves and the lives of others, define who we are, broaden our horizons and can provides a space in which to debate and express personal issues and aspirations.

3. At its best, culture also reflects and champions diversity in our communities, recognising and celebrating this diversity as a national asset. Culture plays an important role in challenging inequalities of wealth and opportunity, accessibility, social isolation and mental ill-health. Culture can express and challenge societal inequalities and can highlight and help people understand important issues of our time, such as racial inequality. For example, Poole Museums have been researching and publishing information about Poole's historic connections with the transatlantic slave trade.
4. To most effectively achieve the positive benefits of culture, the creative community needs to fully develop itself. This community is inclusive and diverse and embraces audiences, creative people and organisations. It enables learning opportunities for children & young people and career development for creatives. It supports flourishing commercial enterprises, quality cultural infrastructure including public realm and physical assets like cultural buildings, museums and libraries. It also supports BCP communities, the voluntary sector and peer support networks, and will work across sectors, linking with business, tourism, education and the health sector.
5. The Cultural Enquiry, commissioned by Bournemouth Borough Council, Borough of Poole and Christchurch Borough Council in 2019, was the first and most publicly engaged review of the opportunities presented by the creation of BCP Council. A link to the Cultural Enquiry report is in the published works at the end of this report. The Enquiry report was widely published, and the recommendations received universal support. These identify three major priorities for ambitious development and investment:
 - a. Culture and talent: embracing creative education, building a creative workforce, championing diverse cultural expressions, and enabling people of all backgrounds to actively participate in the cultural life of their communities and the conurbation.
 - b. Cultural infrastructure: with a commitment to building cultural capacity, leveraging the excellence of existing hubs, venues and organisations, and boosting BCP as a place that produces and hosts great art and culture of international significance.
 - c. Culture and place: embedding culture as a tool for planning, with a focus on nurturing distinctive neighbourhoods, dynamic town centres, accessible and imaginative public realm, urban mobility, and an attention to social cohesion, health and wellbeing and environmental sustainability.
6. Bournemouth, Christchurch and Poole already have a flourishing creative community with a number of well-established cultural assets including the Arts by the Sea festival, Bournemouth Emerging Arts Fringe, BIC, Bournemouth Symphony Orchestra, Lighthouse Poole, the Pavilion and Pavilion Dance South West, Poole and Scaplen's Court Museums, Red House Museum, Regent Centre, Russell-Cotes Art Gallery and Museum and Shelley Theatre. Five of these assets are recognised by Arts Council England as National Portfolio Organisations. BCP also benefits from outstanding natural and built heritage assets, having, for example, more Grade I, Grade II* and Grade II listed buildings than any other place in Dorset. The Cultural Enquiry identified the great opportunity to maximise co-ordination and promotion of these assets and several areas in need of development and improvement to enable the area to deliver a truly world-class offer.

7. It was, however, recognised in the Enquiry that there is an 'invisible city' of communities and groups that are not fully engaged with culture:

"This invisible city effect means that certain demographic groups find it particularly challenging to find a voice and then have their voice heard in the cultural system of BCP. This is the case for young and older people, people who are disabled and those from Black, Asian and Minority Ethnic communities. Participants in the Cultural Enquiry have talked passionately of the need to open-up the cultural system of BCP, to diversify decision-making, and to support young people and their interests alongside more championing of diversity."

There are also communities with cultural traditions that are invisible to those outside those groups and which should be more widely appreciated, shared and celebrated. Budget has been allocated to engage with these communities and groups to consult them on their needs to ensure they have a fully say and opportunity to participate in decision making and co-creation through the Cultural Compact and Cultural Enquiry.
8. As a result of BCP Council's commitment to the recommendations of the Cultural Enquiry we successfully applied to Arts Council England for financial support to set up the BCP Cultural Compact. This Compact will closely link the cultural sector with other sectors including business, tourism, education and health, providing a vehicle to create joint strategies, leverage increased investment and deliver projects which will embody the aims and values of the BCP Council and Arts Council England's 10-year strategy 'Let's Create', published in February 2020.
9. Cultural Compacts were established following the 2019 Cultural Cities Enquiry report, and BCP Council is working to develop the Cultural Compact framework and investment plan with DCMS, Arts Council England, Key Cities and Core Cities as part of a national network of about 20 early adopter places, including Birmingham, Sheffield, Nottingham, West of England and Cornwall. The Cultural Compact will firmly place Bournemouth, Christchurch and Poole at the forefront of cities and regions acknowledged by government and agencies as leading the way in recognising and using culture as a key force in driving cross-cutting change, development and investment.
10. On 18 March 2020 Cabinet accepted the findings and recommendations of the Cultural Enquiry and agreed to the staging of the Cultural Future conference on 23 March 2020 as a stepping-stone to the formal setting up of the Cultural Compact. Cabinet agreed a Cultural Strategy and Plan should be developed as a joint initiative of the Cultural Compact and BCP Council and also a three-year stand-still settlement (2020-23) for the six funded arts and heritage organisations operating in Bournemouth, Christchurch and Poole (Activate Performing Arts [Inside Out Dorset Festival], Audacious CIC [Light Up Poole!], Bournemouth Symphony Orchestra, Lighthouse Poole, Pavilion Dance South West and Red House Museum). These actions will all work towards delivering the existing cultural objectives in the BCP Council Corporate Strategy which include:
 - a. ensure strengthening the cultural identity of local communities is embedded throughout the BCP Council Local Plan by November 2022
 - b. establish a Cultural Compact of BCP Council, agencies, culture and communities by March 2021
 - c. promote and encourage a sense of pride and celebrate the historic traditions and identities of our communities and their cultures
 - d. continue to support and promote a range of regional and local events and activities that reflect cultural diversity and are accessible to all

Measures of success already identified in the Strategy include:

- e. numbers of visits to museums
- f. number of people experiencing cultural activities

Further measures of success should be defined, including a longitudinal shift in participation from underserved groups (for example young and older people, people who are disabled, Black and Asian communities), visiting and engaging with culture and cultural spaces and developing their creative skills and careers.

11. As described in the March 2020 Cabinet report the widest possible inclusive and diverse participation in culture will have inclusive and diverse positive benefits for the population, including enhanced productivity, economic, environmental and tourism impact, health and wellbeing, community identity and cohesion. The 'Let's Create' strategy envisages "a country transformed by its culture and at the same time transforming it: a truly creative nation in which every one of us can take part." The Compact will bring together our creative communities and organisations, providing a vehicle to develop and celebrate our shared pride in our cultures, affirming our sense of place and enabling our people to enjoy richer, more fulfilled and productive lives and wellbeing.
12. In support of the recommendations of the Cultural Enquiry and the development of the Cultural Compact and Plan, as well as the Council's priorities and other key local strategies, the Council had previously approved an additional investment in culture of £150,000 in 2020/21, with an additional budget request of £320,000 in 2021/22. This budget would have included the recruitment of two employees to support cultural development. There is presently a 2.6 FTE culture team, already fully deployed on existing activity, and to take forward the recommendations of the Cultural Enquiry it will be necessary to increase this team to at least 4.6 FTE.
13. Arts Council England have invited the Council to apply for £20,000 additional funding for the development of the Cultural Compact and its work in 2021/22, supporting the Council's funding.
14. The COVID emergency caused the Cultural Future conference to be postponed until November, and withdrawal of the previously allocated £150,000 budget as an emergency measure to help manage the wider Council finances meant staff could not be recruited. To move forward the task and finish Cultural Action Group was set up with a membership of 23 cultural organisations and practitioners, the DLEP, HE and schools, but with the enforced absence of healthcare. The Cultural Action Group formed three working groups (Recovery, Priorities and Engagement), which met regularly from May to September and agreed a set of recommendations including the below (see Appendix 1 for the full recommendations and outline delivery plan):
 - a. Create and roll out the BCP Cultural Compact, recruiting an independent chair with a national profile, advertised for as widely as possible
 - b. Review the Cultural Future Conference in agreement with Arts Council England
 - c. Develop and implement a diverse, inclusive and investable BCP Cultural Strategy and Plan, ensuring all stakeholders and communities are engaged and aligned.
 - d. Develop cultural opportunities nationally and internationally and with neighbouring authorities and stakeholders
 - e. Develop and implement place-based Cultural priorities and opportunities including new communications channels, diverse cultural quarters, culture and heritage trails.
 - f. Develop key cultural infrastructure, including an iconic gallery building.

- g. Develop and support place-shaping activity, including festivals and cultural heritage.
 - h. Create and implement an inclusive talent development and retention programme supporting creative people to produce and work in the region, including the development of workspaces and grants for cultural practitioners.
15. In addition to the above recommendations put forward by the Cultural Action Group, further public consultation will take, with a focus on collecting insights and data from under-represented and underserved groups who were not fully engaged with the Cultural Enquiry – the ‘invisible city’. For example, the Cultural Enquiry found that young people felt under-represented in cultural activity and further consultation with them will be needed. Although the BCP area has the greatest demographic concentration of Black, Asian and Minority Ethnic people within Dorset, the views of these communities, and of other underserved groups such as young and old people, LGBTQ+ people, and people who are disabled were under-represented in the Cultural Enquiry and in the Cultural Action Group in proportion to their representation in the population. In order to include meaningful engagement from these groups as part of the Cultural Compact and Strategy an ongoing project to capture their voices, led by organisations that represent their needs and cultures, will be initiated. This project has been allowed for in the proposed budget.
 16. As indicated, additional resource is required to deliver on the recommendations of the Cultural Enquiry, as well as the objectives and measures of the Corporate Strategy, in the form of a three-year funding package. When the Cultural Compact is fully established it will be able to lever investment and become increasingly self-reliant and responsible for cultural development and delivery functions for Bournemouth, Christchurch and Poole.
 17. A structure for the Cultural Compact is proposed in the Cultural Action Group Summary Report (Appendix 1). The precise structure, procedures and branding of the Cultural Compact will be further refined as it is incorporated (probably as a Charitable Incorporated Organisation or Community Interest Company) and developed in consultation with our communities and stakeholders, such as Arts Council England and local communities, to ensure it is fit for purpose.
 18. Initially an executive officer should be recruited and seconded to the Cultural Compact and a BCP Council Cultural Development Officer recruited to develop cultural projects and programmes for the Council, working with the Cultural Compact. These posts should be advertised widely, and the engagement activity with under-represented communities used as a platform, to enable diverse recruitment.
 19. A working budget and project budgets will also be required to take forward the recommendations in this report. An outline budget for the three-year Cultural package is in sections 20-23. If Cabinet agrees to this proposed budget the Cultural Compact will be set up in 2021 and the Cultural Strategy and Plan developed and agreed in 2021/22, as set out in the Corporate Strategy action plan.

Summary of financial implications

20. The cultural sector is a significant element of UK GDP and GVA and cultural activity has major economic impacts, most particularly in places with thriving cultural organisations and programming. New cultural assets and increased connectivity, programming and marketing that the Cultural Compact can engender will enhance the tourism offer for Bournemouth, Christchurch and Poole, and make it a better place to visit, live, work and spend money in the local economy.

21. The MTFP implications are a budget request of £150,000 in 2021/22 and additional budget requests of £129,000 in 2022/23 and of £121,000 in 2023/24. However, the direction of travel will be a transfer of responsibility for budget responsibility from the Council to the Cultural Compact. In 2021/22 the Cultural Compact will start generating income independently, having a positive impact on the Council's budget requirement 2022/23 and 2023/24.
22. The budget package should be understood as an investment to lever in external funding and includes specific items to be used as match-funding for external project bids, such as to the Arts Council England and the National Lottery Heritage Fund.
23. Arts Council England will further support development of the Cultural Compact with a potential grant contribution of £20,000, additional to the Council's funding.

Cultural Compact and BCP Cultural Development - additional revenue budget 2021-24			
Item	Budget 2021/22	Budget 2022/23	Budget 2023/24
Cultural Compact Executive Officer Grade J)	£46,000	£48,000	£50,000
Cultural Development Officer (Grade H)	£37,000	£38,500	£40,000
Cultural Compact working budget	£20,000	£70,000	£75,000
Communities and groups consultation and engagement	£10,000	£10,000	£10,000
Cultural Strategy	£10,000	£10,000	£5,000
Additional support for festivals	£18,000	£22,500	£80,000
Small grants and wellbeing fund and grants	£5,000	£10,000	£15,000
Digital cultural hub project initiation and development	£0	£10,000	£50,000
Options and feasibility for iconic art gallery	£2,000	£20,000	£10,000
BCP culture and heritage interpretation project	£2,000	£10,000	£25,000
Projects feasibility and contingency	£0	£30,000	£40,000
Total	£150,000	£279,000	£400,000
Pressure	£150,000	£129,000	£121,000

Summary of legal implications

24. Democratic Services will be asked to support the setting up of the Cultural Compact, probably either as a Charitable Incorporated Organisation or Community Interest Company.
25. There will be two additional job roles, one seconded to the Cultural Compact, and HR and Democratic Services will be asked to support the secondment. This will not be a TUPE arrangement for the time being.

Summary of sustainability impact

26. The Cultural Compact and Cultural Strategy and Plan will support the Council's environmental sustainability goals. Cultural organisations and practitioners and sector support organisations such as Arts Council England and the National Lottery Heritage Fund are fully supportive of environmental sustainability. The decision will therefore have a positive impact on the environmental sustainability agenda.
27. The Decision Impact Assessment for this report, No.166, is at Appendix 2. The DIA assessment is Low Impact.

Summary of public health implications

28. Supporting the health and wellbeing of our communities lies at the heart of these recommendations and the NHS and other health sector organisations have stated they wish to be fully engaged with culture and with the Cultural Compact and Strategy because they recognise the benefits for the health and wellbeing of the population that cultural participation brings, particularly for isolated, deprived and diverse communities. There is well corroborated evidence that the widest possible participation in culture improves the health and wellbeing of the population and reduce health inequalities locally.
29. BCP Cultural organisations are innovative in their health and wellbeing work. One example of this is the pioneering COVID testing work being carried out in partnership with Southampton University by the Bournemouth Symphony Orchestra, which has been praised by the Secretary of State for Culture.

Summary of equality implications

30. An Equalities Impact Assessment has been carried out for the proposals in this report and this is at Appendix 3.
31. At the heart of our proposals for cultural development are our aspirations that cultural activity will be more inclusive for all communities and groups. A decision to agree the setting up of the Cultural Compact will support inclusive participation in all aspects of culture and creativity by our communities, including removing barriers for groups with protected characteristics to engage and participate in cultural activity and supporting and enabling 'invisible' cultural activity in communities.
32. The Cultural Enquiry carried out consultation with over 1,000 residents at 50 events and online to establish the priorities of creative practitioners and communities. It was very clear that our creative communities were receptive to cultural development of the kind envisaged. Further consultation online took place from February to March 2020. A report of benchmark examples and learning resulting from them was compiled and this is at Appendix 4.
33. The results of this consultation gave a clear set of priorities for cultural development which informed the establishment of the Cultural Compact and development of the Cultural Strategy. In February-April 2020 we consulted online with the creative community and the survey results are at Appendix 5.
34. However, when compared to the BCP population some groups with protected characteristics were not well enough represented in the consultation feedback. It will therefore be important for the Cultural Compact and the Council to collect data and consult further with communities and groups to inform the development of the Cultural Strategy. For example, the Cultural Enquiry found that young people felt under-represented in cultural activity and Black, Asian and Minority Ethnic communities were under-represented in the Cultural Enquiry. It is also well documented that people with disability are less likely to participate in cultural and art activities.
35. Because of this under-representation, in preparing this report there has been wide consultation, including with BCP Council's Equality Action Commission and Policy and Performance Manager, and the Dorset Race Equality Council. As a result proposals for the Cultural Compact have developed and budget has been set aside for ongoing engagement with underserved and under-represented communities and groups to ensure they are fully represented and served in the development of the Cultural Compact and Cultural Strategy and subsequent activity and opportunities.

36. The engagement work will also be used as a recruitment platform to encourage and enable representatives of underserved groups and communities to consider the new officer posts and membership of the Cultural Compact board and consultative group.

Summary of risk assessment

37. The principle risks of not making this decision will be:

a. Reputational

If the Council does not follow through on the widely accepted recommendations of the Cultural Enquiry, it will be reputationally damaging to the Council. The strength of support for culture during the COVID crisis, from government and throughout our communities, is evidence of the importance attached to it by the public.

b. Economic

The Cultural Compact, Cultural Strategy and Plan will support and deliver on aspirations and plans for place making, tourism, development and creative jobs which will all support the economy. The risk of not supporting the recommendations is that the economic benefits culture can bring will be diminished.

c. Health and Wellbeing

The Cultural Compact, Cultural Strategy and Plan will support the health and wellbeing of our communities. The risk of not supporting the recommendations is that the health and wellbeing benefits culture can provide will be reduced.

Background papers

Published works:

Bournemouth, Christchurch and Poole Cultural Enquiry report, December 2019:
<https://bcpculturalcollective.co.uk/wp-content/uploads/2020/02/BCP-Cultural-Enquiry-Report-VF.pdf>

'Let's Create' – Arts Council England's 10-year strategy:
<https://www.artscouncil.org.uk/letscreate>

Appendices

Appendix 1: Bournemouth, Christchurch and Poole Cultural Action Group Summary Report, September 2020

Appendix 2: Decision Impact Assessment Report: Setting up the BCP Cultural Compact, DIA Proposal ID: 166

Appendix 3: EIA Assessment: Setting up the BCP Cultural Compact

Appendix 4: Benchmark examples given during the Cultural Enquiry

Appendix 5: A Cultural Future for Bournemouth, Christchurch and Poole 2nd interim online consultation results 1 May 2020

Summary Report of the Bournemouth, Christchurch and Poole Cultural Action Group

31 October 2020

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1 Introduction

The Bournemouth, Christchurch and Poole Cultural Enquiry was instigated in 2019 by Bournemouth Borough Council, Christchurch Borough Council and the Borough of Poole as the first major sector assessment of the opportunities created by the formation of BCP Council. The enquiry took place throughout 2019 and its report and recommendations were widely disseminated and agreed by Cabinet in March 2020. It was also agreed to take forward the development of a multi-sector, inclusive Cultural Compact, with the support of Arts Council England.

The Cultural Action Group worked from May to September 2020 as a task and finish group to take forward the recommendations of the Cultural Enquiry and to make recommendations for the format of the BCP Cultural Compact. This is a summary report of the group's key findings and recommendations.

During the early stages of BCP Council's COVID-19 response previously allocated funding for additional culture staff, working budgets and project initiations in support of the recommendations of the Cultural Enquiry was withheld. However, resources will have to be found to support the work of the Cultural Compact and the recommendations of the Cultural Action Group. It will be for the Council, other cultural stakeholders and the Cultural Compact to identify and access these.

2 Culture in Bournemouth, Christchurch and Poole

For clarity, we define "culture" to embrace all aspects of the sector, including "popular" and "high" arts, the broader creative industries, heritage, arts and health interventions and diverse youth and community culture. It is important to distinguish between local culture and external cultural dynamics. The former can generate character and enhance distinctiveness but may result in a lack of innovation and quality without sufficient financial resources. The latter can introduce creative influences and encourage diversity but may result in the adoption of regionally or national styles and practices. A balance is needed which delivers a vibrant and diverse local culture.

Exceptional access to rivers, harbours and the sea for trade, industry, travel and leisure has shaped the development of Bournemouth, Christchurch and Poole from prehistoric times to the 21st century. The Cultural Action Group's recommendations recognise this and the outstanding opportunities which culture can enable for place-shaping, identity, community engagement and tourism. However, the recommendations also recognise the need to draw on positive external influences.

COVID-19 has had a major impact on cultural delivery and participation in the UK, in Dorset and in Bournemouth, Christchurch and Poole (BCP). The recovery period will be protracted and complex. As cultural venues re-open and re-set, we all inhabit a much-altered cultural landscape. Unfortunately, some organisations and creative practitioners may cease working in the months and years to come, notwithstanding the availability of emergency funding and opportunities to reopen venues and activity.

Despite this, our ambition to transform the cultural life of BCP has not dimmed. In fact, it has increased, because of the need to change our ways of working to continue to meet the needs and demands of the diverse communities within BCP. New priorities and opportunities are emerging, and some previous priorities will have become less urgent. That the fact that we did not have a set idea of what BCP's future overarching cultural model looks like means that we can be agile in developing new structures and ways of working to suit the new emerging reality.

In doing this it is vital we do not lose sight of the strength of our existing cultural sector, particularly our cultural organisations and creative communities and practitioners, and that we support these in recovery and future growth. Also critical is the need to nurture and develop our talent pipeline of people of all backgrounds and ages and provide diverse opportunities for this talent to be made welcome, be retained and to grow within the cultural sector. Our conviction is that culture is a force for driving change for good, socially, environmentally and economically, and that it will be the inclusive glue that makes a place of our towns and our city region.

Culture is central to the identity of a town or city and a key element in the wellbeing of residents and communities. Successful councils and places embrace culture, integrating it broadly within their policies and empowering local cultural stakeholders and communities. The creation of BCP Council has presented an opportunity to change attitudes towards culture, within and outside the Council. The importance of culture and creativity is already recognised within BCP Council and wider Dorset strategies and policies.

The predecessor councils commissioning of the Cultural Enquiry and BCP Council's contribution to the development of the Cultural Compact and its continuing funding of major cultural institutions demonstrates its support for stakeholders. More investment will be needed though beyond the recovery period to deliver a step change in cultural infrastructure. We will need to work with partners across all sectors, and beyond our local authority boundaries. We are aligning our emerging cultural strategy with Arts Council England's 'Let's Create' 10-year strategy.

3 Key findings

3.1 The Cultural Action Group has established three guiding principles:

- 3.1.1 Culture, in the broadest, inclusive sense of the word, should be understood and used by the Council and other stakeholders as a key driver for positive change, socially, environmentally and economically.
- 3.1.2 Culture should serve as the glue that brings our communities and towns together in a way that retains their distinctive characteristics but gives the area the weight, pulling power and vibrancy of a city region.
- 3.1.3 For these objectives to be achieved Bournemouth, Christchurch and Poole need to become more rewarding places for all people to be creative and for creative people to live, work and develop their practices and all communities and individuals must be enabled to engage more actively in cultural life.

3.2 In support of these principles, the Cultural Action Group identified five key priorities

- 3.2.1 Setting up the Cultural Compact and producing a Cultural Strategy with deliverable actions and timescales.
- 3.2.2 Improving communication of cultural events and activities to residents and visitors through a one-stop Digital Hub.
- 3.2.3 Establishing diverse cultural quarters in Bournemouth, Christchurch and Poole.
- 3.2.4 Developing key cultural infrastructure, including an iconic gallery building in central Bournemouth.
- 3.2.5 Developing a co-ordinated and inclusive talent development and retention programme.

4 Summary of recommendations and outline delivery plan

The Cultural Action Group believes that culture should be a key driver for positive change, socially, environmentally and economically. Culture can also serve as the glue that brings our towns together in a way that retains their distinctive characters but gives the area the weight, pulling power and vibrancy of a city region.

This report describes the key recommendations of the Cultural Action Group and its three working groups, which were tasked with developing a recovery plan for cultural venues and practitioners, a shortlist of cultural priorities and a proposed format for the Cultural Compact.

The recommendations are directly in support of and consistent with the priorities identified by the Cultural Enquiry. The Cultural Action Group's recommendations support all the strategies referred to in section 3. In section 5 we have described how they specifically support the BCP Corporate Strategy.

There are several commonalities across the recommendations of the three working groups, reflecting consensus about the priorities for culture. To preserve the integrity of the working group reports they are included in full below. The headline recommendations can be summarised as:

4.1 Create and roll out the BCP Cultural Compact

- 4.1.1 Identify resources to support the Cultural Compact, BCP cultural development and the recommendations of the Cultural Action Group.
- 4.1.2 Consult with and engage underserved groups in the co-development of the Cultural Compact and Cultural Strategy.
- 4.1.3 Set up and launch inclusive Cultural Compact, recruit executive support, Chair and Board/Cultural partners.
- 4.1.4 Review the Cultural Future Conference in agreement with Arts Council England.

4.2 Develop and implement the BCP Cultural Strategy and Plan

- 4.2.1 Develop and agree with all stakeholders and communities a Cultural Strategy and Plan for BCP based on the recommendations of the Cultural Enquiry and Cultural Action Group.
- 4.2.2 Ensure all communities, stakeholders and partners are engaged and signed up to a diverse, inclusive and investable Cultural Strategy and Plan.
- 4.2.3 Develop cultural opportunities nationally and internationally and with neighbouring authorities and stakeholders.

4.3 Develop and implement place-based Cultural priorities and opportunities

- 4.3.1 Ensure culture becomes better connected and stronger, shouting louder about the strong cultural offer that already exists whilst publicising new initiatives.
- 4.3.2 Set out policies and plans for the role of culture that support and inform planning practice, placemaking, development and investment.
- 4.3.3 Create new cultural communications channels, including a one-stop Digital Cultural Hub, BCP Arts Channel and PR function (with alternative access for those experiencing digital exclusion).
- 4.3.4 Establish diverse cultural quarters in Bournemouth, Christchurch and Poole.
- 4.3.5 Develop BCP digital and physical culture and heritage trails and wayfinding, representing and enabling all BCP communities and groups.
- 4.3.6 Develop key cultural infrastructure, including an iconic gallery building.

4.3.7 Develop and support place-shaping activity, including festivals and cultural heritage.

4.4 Create and implement a talent development and retention programme

4.4.1 Work with all sectors to develop a co-ordinated cultural talent development and retention programme that also nurtures those with protected characteristics or from a lower socio-economic background who may need extra help and support.

4.4.2 Support emerging and mid-career as well as internationally successful creatives to develop, work and produce in the region.

4.4.3 Enable development of workspaces and markets for creatives and SMEs and working opportunities for developing talent.

4.4.4 Implement small grants programme.

4.5 Outline delivery plan

No. (above)	Recommendation	Action	Lead	Date	Resource
4.3.1	Ensure culture emerges from COVID-19	Advocate for, promote and support the cultural sector and practitioners	BCP (& CC)	Jan 21-Mar 22	ACE, NLHF & BCP
4.1.1	Identify resources to support the Cultural Compact, etc.	Re-provide the funding withdrawn because of COVID-19 response, Appoint executive support for CC	BCP (& CC)	Jan 21-Mar 22	BCP, ACE, HE, DLEP, NPOs & sector stakeholders
4.1.4	Review the Cultural Future Conference	Agree revised approach and budget with ACE	BCP	Jan-Mar 21	BCP
4.1.2	Engage with underserved groups	Work with organisations representing groups to ensure fully represented	BCP	Jan-May 21	BCP
4.1.3	Set up and launch Cultural Compact and recruit	Set up a CIO based on the proposed structure and diverse recruitment	BCP	Jan 21-Mar 22	ACE, BCP & stakeholder funding & support
4.2.3	Develop cultural opportunities	Explore and implement opportunities for cultural development and events, such as City of Culture	BCP & CC	Apr 21 – Mar 24	BCP & CC
4.3.3	Create new cultural communications channels	Implement website and other plans	BCP, CC and partners	Apr 21 – Mar 24	BCP & funds raised
4.2.1	Develop and agree Cultural Strategy and Plan	Develop and agree a collaborative strategy and plan	CC & BCP	Apr 21 – Mar 22	BCP, CC & funds raised (as above).

4.2.2	Ensure all stakeholders and partners are engaged	Consult and engage widely with the cultural and wider community and stakeholders	CC & BCP	Apr 21 – Mar 22	BCP, CC and partners
4.3.2	Set out role of Culture in placemaking	Work across BCP and with partners to embed cultural planning in key policies and plans	BCP & CC	Apr 21 – Mar 22	BCP, CC, NHS & DLEP
4.3.4	Establish diverse cultural quarters	Agree in principle and adopt in BCP and other policies	BCP & CC	Apr 21 – Mar 24	BCP, DLEP, ACE & CC
4.3.5	Develop culture and heritage trail	With additional support develop options and feasibility, applying for grant	BCP & CC	Apr 21 – Mar 24	NLHF, ACE, CC, DLEP, BCP Smart Places, BU & AUB
4.3.6	Develop key cultural infrastructure	Develop options and feasibility and source funding opportunities	BCP & CC	Apr 21 – Mar 24	Funds raised (as above), BCP, CC, HE, ACE, DLEP & stakeholders
4.4.1	Develop talent development and retention programme	Develop and agree an delivery plan and carry out options and feasibility work	BCP, CC, HE and partners	Apr 21 – Mar 23	BCP, HE, DLEP, schools, B&P College, Skills & Learning & CC
4.4.2	Support emerging and mid-career creatives	Deliver an inclusive and effective plan	BCP, HE, CC and partners	Oct 21 – Mar 24	CC, Schools, FE, HE, BCP, DLEP & ACE
4.4.3	Enable development of workspaces and markets	Continue to develop creative spaces, clusters and cultural market/tourism opportunities	BCP, CC and partners	Oct 21 – Mar 24	BCP, DFEP & ACE
4.3.7	Develop and support place-shaping activity	Increase support and promotion of museums, heritage assets, festivals and other place related culture	BCP & CC	Apr 22 – Mar 24	ACE, BCP, NLHF & stakeholders
4.4.4	Implement small grants	Roll out community and practitioner grants programme, including wellbeing and small grants	BCP & CC	Apr 22 – Mar 24	BCP & CC

CC = Cultural Compact; BCP = BCP Council cultural staff; ACE = Arts Council England; NLHF = National Lottery Heritage Fund

5 Proposed BCP Cultural Compact format

Key information from the Cultural Cities Enquiry Report



Purpose

The Compact will:

- Involve a new level of strategic partnership which champions culture through a 'whole place' approach, engaging all our communities in shaping our collective and diverse culture.
- Play a transformative role for the conurbation and wider region – working to support a joined-up cultural sector that connects culture, communities, education, health and wellbeing providers, business, transport, planning, the environment and tourism.
- Be a catalyst for investment, creating a cohesive vision and delivery plan for culture that will result in much greater impact across the region. To achieve this will require close alignment with the Dorset LEP Local Industrial Strategy, with culture the heart of a wider 'collaborative cluster'.

Vision, values, aims, deliverables

The Compact will develop a clear vision and set of values through a consultation process with its members, so each stakeholder is clear what the Compact is trying to achieve. These are likely to include:

- Culture will be embedded in placemaking projects, expressing the personality of the conurbation and its town centres and neighbourhoods through cultural activity within new developments and enhancement of the heritage.
- Culture will play a lead role in environmental sustainability.
- The Compact values inclusion, diversity, equality and accessibility and will prioritise these values and measurable outcomes in the decision-making and delivery of all projects.
- The Compact will take and build on the three themes of the Cultural Enquiry – talent, infrastructure and quality of place – to mobilise a new era of partnership and co-investment.

Format and Membership

The Compact will bring together local consultative partners with a shared interest in maximising the role of culture in place-making and the identity of communities and individuals. These partners will work together to create and deliver a plan to drive social and economic benefits from a thriving cultural sector. Compact partners will include business, universities, local authorities, the cultural

sector and LEPS, and will pledge to align focus around key goals, in order to unlock new resources for cultural projects*.

In order to ensure diverse and underserved groups and communities are fully engaged and represented at all levels in the Cultural Compact it is important that we reach out to them in our recruitment processes to enable their participation. Initial engagement work will be used as a platform for recruitment to ensure that in addition to specific roles for underrepresented groups and communities on the Board and among the Consultative Partners they are also represented in other roles, in turn encouraging creative participation by these groups.

*From the Cultural Cities Enquiry Report

The Compact is formed of:

1. An Executive Board with diverse representation
2. Consultative partners that represent the diverse needs of local communities
3. Task & Finish Project Groups including members from a Cultural Stakeholder Bank

Cultural Compact Board

Membership is sector-representative. Each member is responsible for reporting from and feeding back to their sector. Some members will attend on a rotating basis (e.g. from each of the BCP NPOs in turn). The Board will openly recruit a Chair and board, widely advertised for to ensure diverse applications. Meetings will take place on a regular basis (monthly or bi-monthly).

In addition to the Chair and support from an executive team it is proposed the **Board** will consist of about 10 members representing a spectrum of organisations, practitioners, diverse and underrepresented communities and groups, proposed to be in the following areas:

1. BCP Council
2. Education
3. Corporate sector
4. Dorset LEP
5. Tourism
6. Health
7. Professional arts and heritage
8. Voluntary, community and popular culture
9. Young people
10. Diverse community groups (EDI rep)

The Board will be assisted by **Consultative Partners** with attendance rights, which could include:

1. Arts Council England
2. Tourism
3. Environmental Sustainability
4. National Portfolio Organisations
5. Cultural heritage
6. Popular culture
7. Further and Higher Education
8. Health services
9. Environmental
10. Schools

11. Diverse community stakeholders

The Board will appoint an **Executive Team** from their own Members. Depending on the skillset required, this team will complete specific tasks (e.g. drafting the Business Plan).

Remit of the Cultural Compact Executive Board

To refine and deliver a business plan which will include detail on vision and values, negotiate with large stakeholders, drive agendas and raise investment. It will set clear objectives and deliverables. It will develop an operating manual of the necessary policies and procedures around voting, reporting and representation. It will ensure diversity and inclusion within its members and that all voices participate in the decision-making process through the members of the Task & Finish Project Groups and the Project Group Community Consultations.

Decision making

Decision making will be by the Executive Board but it should consult the Cultural Stakeholder Bank for major policy changes.

The Compact will need to develop an effective consultation/voting framework and method that:

- maintains as flat a structure as possible
- enables consensus to be reached in the event of a stalemate
- allows for voting on key decisions but is not required for detailed operational decisions
- ensures equal voting from all stakeholders, particularly when some members are representing their sector and a group of individuals.

Initial Actions:

1. Recruitment of a chair and board
2. Board sets up Executive Team (funding dependent)
3. Executive Team writes Business Plan which identifies priorities
4. Board sets up Task & Finish Project Groups which each work on one of the priorities.
5. Executive Board identifies some pilot projects to support/ deliver as quick-win Cultural Compact initiatives (artist-led community conversations/ local commissions).

Task & Finish Project Groups

T&F Project Groups and community consultation around each project ensures engagement of all stakeholders and a flatter structure within the governance and decision making of the Compact as a whole.

- The Task & Finish Project Group structure will ensure priorities are broken down into achievable projects and progress is made.
- Each group will be made up of the most appropriate members from the Cultural Stakeholder Bank, ensuring engagement from all relevant local cultural stakeholders.
- Each group will undertake consultations with the relevant wider community on their topic, ensuring further local engagement before a delivery plan is designed and implemented for each project.
- Projects will be approached using a logical analysis framework (e.g. Theory of Change) and will base delivery on a SMART delivery plan model.
- Each project will incorporate an all-parties zoom to feedback on progress.

Cultural Stakeholder Bank

The Project Groups take members from this group depending on who has an interest in and is appropriate to that project. An emphasis on inclusivity and diversity should be forefront when recruiting the Project Group members and when undertaking the consultation for each Project. The Board will brief the Cultural Stakeholder Bank on a twice-yearly basis. The Cultural Stakeholder Bank will include representatives from:

1. The Independent Cultural Sector and practitioners
2. Freelance practitioners
3. Community organisations
4. Advocacy Groups (e.g. What Next? Dorset)
5. Tourism
6. Hospitality
7. Young people
8. Specialist council departments e.g. Planning and Economic Regeneration
9. Leisure
10. The voluntary sector
11. Dorset Chamber of Commerce
12. Specific professions within the business sector (e.g. independent architectural practices)

The below table gives examples of potential Task & Finish Project Groups based on the Priorities already identified in the Cultural Enquiry and by the CAG*.

*The Cultural Compact Executive Board should cross-reference the work already carried out by the Cultural Enquiry and the CAG when developing their Priorities. They should also work with representatives from various sectors to align with non-cultural agendas when identifying projects and deliverables for the T&F Project Groups.

In addition to longer-term objectives, the T&F Project Groups should identify and prioritise quick-win projects that may include smaller-scale interventions and pilots, in order to start engaging with communities, making progress and familiarise people with the type of Cultural Compact initiatives they can expect.

Task & Finish Project Group	Why? / detail/ priority.	Output/ deliverable	Members
Infrastructure			
Create a central communication hub	<ul style="list-style-type: none"> Provides support for promotion of small-scale interactive events e.g. festivals and pop-ups, enabling grass roots to grow organically through the platform. Provides a centralised voice and personality for the conurbation. Provides a space for peer sharing, promotion of funding opportunities, learning and involvement of young people and communities Provides a central information hub for audience. 	New platform/ website/ App for interacting with and informing of the cultural offer.	Creative practitioners Small cultural organisations Audience Young People BCP Council? Diverse community groups
Create more exhibition space	<ul style="list-style-type: none"> Visual artists and audience both feel this is 	More gallery space	Visual artists Audience Town Centre BIDs

	<p>lacking in the conurbation.</p> <ul style="list-style-type: none"> • Could be a catalyst to revitalise/ reimagine or repurpose our high streets. • Improves opportunities for emerging and early-career artists. 		BCP Council (Planning? Economic Development?)
Create more artists' studios and 'making space' including production capacity and facility	<ul style="list-style-type: none"> • Artists, creative businesses and workshop providers are lacking in affordable space to carry out their work. • Cultural quarters will enhance creative collaboration and audience experience. • Cultural quarters can create/ enhance identity and place-making and revitalise or reimagine our high streets. • In order to become a world-class producing centre, we need a facility for production and capacity within our creative sector. 	<p>More very affordable studio space. A cultural quarter in each of Bournemouth, Christchurch and Poole.</p> <p>A new production facility.</p> <p>NB link up with Development and the Towns Fund work being developed for Boscombe and with BEAF's work to create artist studios in Lansdowne.</p>	Creative practitioners Creative organisations BCP Planners Dorset Chamber/ Town Centre BID Leisure/ tourism?
A new Cultural Centre	<ul style="list-style-type: none"> • BCP needs an architectural gem, an iconic visitor attracting centre, a beacon and a starting point for cultural regeneration (probably in Bournemouth as centre of the region). • Existing facilities need to be redefined for BCP's future (time to regenerate the BIC) - let's reimagine what we want our towns to look like and deliver for us. • A large-scale project can/ should reference smaller scale developments - e.g. artists boats on quay, cultural quarters, new transport links and environmental concerns. 	A large-scale capital project creating an iconic facility with international standing (e.g. Bilbao, Singapore, Margate, Wakefield).	

Talent			
Involve more young people in programming	<ul style="list-style-type: none"> Young people of varying ages have expressed the need for different or additional programming to the current offer. The cultural life of BCP needs to be relevant and driven forwards, attracting the next generation of talent and audience. 	Youth programmed strands of artistic content within festivals, events and cultural organisations.	Young people Creative practitioners Cultural organisations, events and festivals. Diverse community groups
Improve the talent pipeline	<ul style="list-style-type: none"> Inclusive opportunities for young people to engage in culture need improving. Skills development, workplace training and job opportunities need improving. Emerging artists need more opportunities for development and presentation. We need to attract and retain talent to/ from the universities and into the local creative sector. There needs to be provision for life-long learning opportunities. 	A selection of structured opportunities within education and cultural organisations. An accessible digital learning environment. Formal institutional connections. More skills development and CPD opportunities	Young people Creative practitioners Schools HEIs Businesses Wave & Soundstorm Cultural organisations (who could offer work experience for YP). BCP Council (Education?)
Developing our Festivals offer	<ul style="list-style-type: none"> If we develop our current festivals to achieve greater scale, quality and excellence, greater innovation, more diversity and improved production capacity, this creates a breeding ground for talent development and cultural production. Festivals offer different opportunities for R&D, skills exchange and professional development. Festivals can also more effectively converge key emergent strengths in BCP e.g. outdoor arts and digital technology and new immersive approaches to culture. 	<p>Develop a festivals programme and production team</p> <p>Develop a growth plan for ABS and LUP and a converged offer with BFX.</p> <p>Develop BEAF as a key fringe festival.</p>	

	<ul style="list-style-type: none"> Festivals can become part of our brand narrative that delivers a longer tourist season and drives growth and innovation in the creative economy 	Feasibility study for a new festival production centre.	
Quality of Place			
Ambitious vision and strategy. A BCP brand.	<ul style="list-style-type: none"> BCP needs a clear vision of its identity and of its ambition, and of its long-term goals in order to attract investment and so that all Partners and stakeholders can reference back to it. Need to identify BCP's USP - something to hook onto - the natural environment, digital, tech, health & wellbeing. Opportunity for coordination across the BCP region. <p>BRAND-Water: Heritage: Trade: Education: Interaction: Boundaryless: Cool and Modern: Green and Digital.</p> <p>VISION: discovery across BCP (districts focussed), high streets as places to meet and for cultural consumption. Broad horizons, intergenerational, 're-green-eration' using parks and water.</p>	A long-term 20-year cultural vision and strategy for BCP. A BCP brand. A commitment to staffing.	<p>Community representatives including those representing BAME people</p> <p>Artists Creative industries Tourism LEP BCP Council (whoever develops the Local Plan and Tourism Strategy) ACE? HLF?</p>
Interconnection	<ul style="list-style-type: none"> Travel links and transportation need to be reconsidered and revitalised. BCP needs vision around planning of waterfront sites. Anchor institutions need to be better connected with schools, colleges, hospitals, artists etc. 		

Endnotes:

What is the cultural sector?

The cultural sector is made up of creative practitioners, organisations, communities and audiences. It encompasses heritage, tourism and the creative industries as well as the performing, media and visual arts. It must include some form of talent pipeline for young and emerging practitioners and artists, and opportunities for artists to create and exhibit or perform their work. It must include opportunities (venues, events, festivals) for audiences to consume the work. It should also provide opportunities for community co-creation and for communities and individuals to create and participate in cultural activity. It is essential that the interests of diverse and underrepresented/underserved groups and communities are fully represented in the Cultural Compact. We need to use a variety of consultation methods, channels and partners to reach the right people.

Design a structure for the Cultural Compact Board.

The priorities identified by the Cultural Enquiry and by the CAG Priorities group should be turned into Task & Finish Project Groups.

Each group should recruit members from relevant organisations and sectors to run the Project.

Each group should undertake consultation with relevant communities and a wider group of stakeholders to ensure they are engaging everyone who needs a say in the decision.

A representative from each Project Group will report back to the Executive Board.

The Board will include a paid employee who will undertake admin and marketing support for the Project Groups.

Appendix 2

Decision Impact Assessment Report

Setting up the BCP Cultural Compact

DIA Proposal ID: 166

Assessment date: 16th September 2020

Assessor(s): Michael Spender

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.

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.

Decision Impact Assessment

DIA Proposal ID: 166

Welcome Roxanne King



Proposal Title: Setting up the BCP Cultural Compact

[Review registration](#)

Home Page

Climate Change & Energy

Complete



Communities & Culture

Complete



Waste & Resource Use

Complete



Economy

Complete



Health & Wellbeing

Complete



Learning & Skills

Complete



Natural Environment

Complete



Sustainable Procurement

Complete



Transport & Accessibility

Complete



Key



Not yet assessed



Serious challenges - remedial action required



Some challenges - further thought and mitigation action required



On target - positive or no negative impacts identified



No positive or negative sustainability impacts identified

[Submit Proposal](#)

[Ask for help](#)








Proposal Title	Setting up the BCP Cultural Compact Plan
Type of Proposal	Plan
Brief Description	To agree the re-provision of 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.
Assessor	Sam Munnings, Museum & Arts Manager
Directorate	Regeneration & Economy
Service Unit	Destination & Culture
Estimated Cost	Between £25k and OJEU threshold
Ward(s) Affected	All wards

Sustainable Development Goals (SDGs) Supported



RAG reasoning and proposed mitigation/monitoring actions

Theme	RAG	RAG reasoning <i>Details of impacts including evidence and knowledge gaps</i>	Mitigation and monitoring actions <i>details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc)</i>
Climate Change & Energy		Cultural activities can promote awareness and education around environmental sustainability and promote good practice, for example in the recent Arts by the Sea Festivals. Proposal includes feasibility assessments for infrastructure and the design of these assets will be as green as possible.	Environmental impact assessments will be undertaken at project level.
Communities & Culture		These identify three major priorities for ambitious development and investment: a. Culture and talent: embracing creative education, building a creative workforce, championing diverse cultural expressions, and enabling people of all backgrounds to actively participate in the cultural life of their communities and the conurbation. b. Cultural infrastructure: with a commitment to building cultural capacity, leveraging the excellence of existing hubs, venues and organisations, and boosting BCP as a place that produces and hosts great art and culture of international significance. c. Culture and place: embedding culture as a tool for planning, with a focus on nurturing distinctive neighbourhoods, dynamic town centres, accessible and imaginative public realm, urban mobility, and	Measures of success within the Corporate Strategy include: a. numbers of visits to museums b. number of people experiencing cultural activities

		an attention to social cohesion, health and wellbeing and environmental sustainability.	
Waste & Resource Use		Waste reduction and efficient resource use will be built into projects coming out of the Cultural Compact Strategy and Plan.	N/A
Economy		<p>One of the key recommendations is to create a talent development and retention programme for all ages and demographics. Programmes will nurture and retain talent locally - resulting in more SMEs, jobs and better productivity.</p> <p>When the Cultural Compact is fully established and has secured sufficient investment it will deliver activity that will have a beneficial impact on the economy.</p>	Economic impacts assessment underway and will be monitoring and developing positive impacts going forward.
Health & Wellbeing		BCP Cultural organisations are innovative in their health and wellbeing work and there is a growing corroborated evidence that participation in and enjoyment of cultural activity enhances health and wellbeing and can reduce the cost of healthcare.	Engagement with under-represented and underserved communities and groups will take place there will be monitoring and developing of positive impacts going forward.
Learning & Skills		The Cultural Compact will create and implement a talent development and retention programme. All sectors of formal and informal learning will be engaged with the Cultural Compact.	Performance indicators to be decided in collaboration with education partners.
Natural Environment		The Cultural Compact will help develop BCP digital and physical culture and heritage trails and wayfinding.	Data analytics will be available from the trails.
Sustainable Procurement		No procurement involved at this stage.	N/A
Transport & Accessibility		The heritage trails and wayfinding activities will support and encourage sustainable/active travel.	Surveys and data analytics will be used to monitor travel behaviour of artists and participants.

BCP Equality Impact Assessment Template

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 Policy and Performance Team.

The decision will support inclusive participation in all aspects of culture and creativity by our communities, including removing barriers for groups with protected characteristics to engage and participate in cultural activity. It will recognise and celebrate the cultural diversity within our communities and enable them to share their culture and traditions and celebrate the cultural diversity within Bournemouth, Christchurch and Poole.

At the heart of our proposals for cultural development are our aspirations that cultural activity will be more inclusive for all groups. We believe that a decision to agree the setting up of the Cultural Compact will support inclusive participation in all aspects of culture and creativity by our communities, including removing barriers for groups with protected characteristics to engage and participate in cultural activity and provide a welcoming platform for our diverse communities to publicly celebrate their cultural heritage.

We have consulted creative communities to understand whether they were receptive to cultural development of the kind envisaged and what their priorities for this would be. The results gave a clear set of priorities for cultural development which will inform the development of the Cultural Compact and the Cultural Strategy. Further consultation with a wider, diverse audience will continue on formation of the Cultural Compact.

Setting up the BCP Cultural Compact will represent an important change in approach to the publicly funded delivery element of culture by BCP Council. Instead of formulating arts and culture policy and programming within the Council the Compact will provide an opportunity for wide, engaged consultation and co-creation with residents. Co-creation, improved marketing and inclusive, diverse programming will enable groups with protected characteristics that currently come up against barriers to engagement, to participate in cultural activity. As a result the setting up of the Cultural Compact will have a positive and beneficial impact on the health, wellbeing and productivity of those in the protected characteristics groups who are enabled to participate in and to contribute to cultural activity.

Members of the BCP Equality Action Commission and Dorset Race Equality Council and members have reviewed and commented on the Cabinet Report and their comments and proposals incorporated.

BCP Equality Impact Assessment Template

Part 1 - The Project

Policy/Service under development/review:	Setting up the BCP Cultural Compact
Service Unit:	Destination and Culture
Service Lead:	Michael Spender
Equality Impact Assessment Team:	Michael Spender Katie Heaton (Destination and Culture EDI Rep).
Date assessment started:	01/01/2019
Date assessment completed:	02/11/2020
What are the aims/objectives of the policy/service?	<ol style="list-style-type: none"> 1. The recommendations of the 2019 BCP Cultural Enquiry were widely accepted and Arts Council England agreed to the setting up of a multi-sector BCP Cultural Compact to deliver on the recommendations of the Enquiry and deliver a Cultural Strategy shared with the Council and further strategic development. 2. The Cultural Compact will maximise the benefits of BCP's cultural assets and encourage a more integrated offer which will easier for all sectors of the community to understand and access. 3. This will widen participation in terms of equality of access to take account of all sections of the community, bringing people together and enabling people who share different characteristics and heritage to enjoy cultural activity together in a common space, building community cohesion.

BCP Equality Impact Assessment Template

Part 1 - The Project

Actions	<ol style="list-style-type: none"> 1. An inclusive and diverse Cultural Compact will be created in 2021. 2. Corporate Strategy measures for visits to museums and engagement in cultural activity will be developed from 2021 together with other measures, to be defined, that ensure fully inclusive cultural participation. 3. A Cultural Strategy will be developed for the whole community, including all groups with protected characteristics leading to the delivery of engaging cultural activity that the whole community can co-create, contribute to and participate in. 4. Cultural Strategy outcomes will be achieved from 2022.
Are there any associated services, policies or procedures?	<p>Yes (If 'Yes', please list or link below)</p> <p>BCP Council Corporate Strategy; BCP Council People Strategy; BCP Council Equality Action Commission; Corporate Equality Action Plan; Community Equality Champions; Employee Equality Champions; Equality & Diversity Policy Equality & Diversity Strategy; Equality Governance structure; Equality Monitoring; Public Sector Equality Duty; Service Unit Equality Champions; Strategic Equality Leadership Group (SELG); Dorset Race Equality Council</p>

BCP Equality Impact Assessment Template

Part 1 - The Project

Please list the main people, or groups, that this policy/service is designed to benefit, and any other stakeholders involved:	BCP Residents Visitors to BCP area The cultural sector in BCP BCP businesses and the tourism and hospitality industry
With consideration for their clients, please list any other organisations, statutory, voluntary or community that the policy/service/process will affect:	All community groups in BCP Statutory & voluntary Partners

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:

1. The Cultural Enquiry carried out consultation with over 1,000 residents at 50 events and online to establish the priorities of creative practitioners and communities. It was very clear that our creative communities were receptive to cultural development of the kind envisaged. A report of benchmark examples and learning resulting from them was compiled.
2. Further consultation online took place from February to March 2020.

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

The results of this consultation gave a clear set of priorities for cultural development which informed the establishment of the Cultural Compact and development of the Cultural Strategy. In February-April 2020 we consulted online with the creative community and the survey results are at Appendix 5.

However, when compared to the BCP population some groups with protected characteristics were not well enough represented in the consultation feedback. It will therefore be important for the Cultural Compact and the Council to collect data and consult further with communities and groups to inform the development of the Cultural Strategy. For example, the Cultural Enquiry found that young people felt under-represented in cultural activity and Black, Asian and Minority Ethnic communities were under-represented in the Cultural Enquiry. It is also well documented that people with disability are less likely to participate in cultural and art activities.

Because of this under-representation, in preparing this report there has been wide consultation, including with BCP Council's Equality Action Commission and Policy and Performance Manager, and the Dorset Race Equality Council. As a result proposals for the Cultural Compact have developed and budget has been set aside for ongoing engagement with underserved and under-represented communities and groups to ensure they are fully represented and served in the development of the Cultural Compact and Cultural Strategy and subsequent activity and opportunities. Both must be relevant to and representative of all residents.

The engagement work will support recruitment that encourages and enable representatives of underserved groups and communities to consider the new officer posts and membership of the Cultural Compact board and consultative group.

3. Further consultees:

BCP Council Equality Action Commission
Dorset Race Equality Council
BCP Council Policy and Performance Manager
Destination and Culture EDI representative
External cultural stakeholders, communities and groups
Arts Council England

Part 2 – Supporting Evidence¹

4. Engagement with under-represented groups or their representatives such as Access Dorset, Dots Disability, Age UK, Unity in Vision, Dorset Race Equality Council and community groups will be undertaken during the project to ensure their views and needs are taken into account during the development of the Cultural Compact. This may need to be written into the specification later on. It is well documented that people with disability are less likely to participate in cultural and art activities.

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:

5. The Cultural Enquiry worked over 10 months across BCP to facilitate animated conversations which enhance networking, convene purposeful dialogue on the key issues and opportunities for culture and collect evidence to inform a set of strategic themes and priorities for culture in BCP. Over 1,000 people were actively engaged in over 50 events and platforms. These included:
 - February 2019 Launch event at Arts University Bournemouth, including introductions from Darren Henley, Chief Executive of Arts Council England, and Professor Stuart Bartholomew, then Principal and Vice-Chancellor of Arts University Bournemouth
 - March: Technology and the Arts workshop hosted by Pavilion Dance South West, facilitated by Dick Penny of Watershed Bristol
 - March: Placemaking and culture open space event, hosted by Lighthouse Poole, with speakers including Dom Jinks of Exeter Culture, Libby Battaglia from Light up Poole, and Elspeth McBain of Lighthouse.
 - April: People and the Arts workshop, hosted by Poole Museum, with a contribution from Oli Rantala of Oulu Municipality, Finland, Colette Bailey of Metal, Southend, Michael Spender of Poole Museums and Phil Hallett of Coda.
 - May: Health, wellbeing and communities event, hosted by Highcliffe Castle in Christchurch, featuring Val Birchall of Coventry City Council and Ruth Eastgate from Blackpool Grand Theatre

BCP Equality Impact Assessment Template

Part 2 – Supporting Evidence¹

- May: International partnerships and excellence, hosted by the Eco Hub in Poole's Dolphin Centre, with Carlos Martins, ex-Director of Guimarães, European Capital of Culture 2012, and Dougie Scarfe, Chief executive of the BSO.
 - June: Survey of young people launched – led by Digipigz
 - July: Cultural Ecologies and approaches to cultural planning, hosted by Russell Coates Museum with leading international cultural planning expert Professor Franco Bianchini and Director of Coventry, UK City of Culture 2021, Chenine Bhathena.
 - October: Council member briefing with newly elected BCP councillors, hosted by Pavilion Dance South West
 - October: Closing prioritisation workshop, hosted by The Lighthouse, with interventions from a range of key strategic partners.
6. The process also included many smaller meetings with local cultural networks and groups, cultural, education and health organisations, plus many individuals. including Power House Poole and the Bournemouth Emerging Arts Fringe (BEAF) in Boscombe.
 7. The Cultural Enquiry website provided a platform for dissemination and feedback throughout the process. It also included a Cultural Enquiry Blogspot: www.culturalequiry.co.uk The Cultural Enquiry Twitter platform generated a rich mix of perspectives: @culturalenquiry
 8. A series of formal 'written submissions' were also provided by individuals and organisations across BCP
 9. Notable amongst the feedback and findings relating to equalities and protected characteristics groups were the following:

The “invisible city”

- BCP, with its elongated urban form and polycentric structure mean the neighbourhood is a disproportionately important unit of scale for cultural development. Add to this the conurbation's unique economic and thus demographic profile – with, for example, an ageing population coupled with a very young and diverse population of students and people working in care and financial services – and BCP can be understood as a particularly complex place to develop and deliver culture.

Part 2 – Supporting Evidence¹

One participant in the Cultural Enquiry talked of BCP as ‘the invisible city’, where at different times of the day, many communities are out of sight, invisible (e.g. elderly people lack mobility and care workers are inside looking after the elderly people); or where different neighbourhoods are un-connected to one another, occupying a place in the other’s imagination, with very few opportunities or incentives to meet. This ‘invisible city’ paradigm makes typical approaches to grassroots cultural activity very challenging. Finding shared points of reference, values and ambitions for a place is difficult if communities are invisible to each other.

- Culture can of course play a powerful role in tackling this invisibility; but the capacity and resources of the cultural sector are not sufficient to deliver the kind of in-depth and engaging work required to build bridges and make cultural connections. Vital here is the connecting tissue between the NPOs and the community and voluntary sector, with a significant need for community-based hubs and networks, local decision-making in cultural resources, as well as tailored programming which targets intercultural and intergenerational dialogue. Such as aspects should be keenly engaged as part of the Local Plan, ensuring transport, planning and place embrace culture to reduce the invisible city effect of BCP. of the council.

Young people and diversity undervalued

- This invisible city effect means that certain demographic groups find it particularly challenging to find a voice and then have their voice heard in the cultural system of BCP. This is the case for young people, older people and ethnic minorities. Participants in the Cultural Enquiry have talked passionately of the need to open-up the cultural system of BCP, to diversify decision-making, and to support young people and their interests alongside more championing of diversity. The Cultural Enquiry survey showed that young people want more opportunities to watch live music and performance, more festivals, move international food and a stronger nightlife as well as real improvements in safety and transportation.
- We tracked comments relating to the Cultural Enquiry on the Bournemouth Echo website. There were no comments relating to EDI.

A summary of benchmark examples and learning resulting from them was compiled: [BCP Cultural Enquiry Appendix 1 Case Studies.docxx.pdf](#)

A Cultural Future online consultation, Feb-April 2020: . [BCP Cultural Future Survey results May 2020.pdf](#)

BCP Equality Impact Assessment Template

Part 2 – Supporting Evidence¹

Contextual document setting out how people can participate in culture: ‘Let’s Create’ – Arts Council England’s 10-year strategy: <https://www.artscouncil.org.uk/letscreate>

If there is insufficient consultation or engagement information please explain in the Action plan what further consultation will be undertaken, who with and how:

The Council and Cultural Compact will carry out further research to gather data describing which communities and groups with protected characteristics are excluded from cultural activity for reasons such as poor access or access information, perceptions of elitist “culture vultures” and high art programming, incohesive marketing, access to buildings and spaces, lack of beginners’ classes, high price points, or that culture is not for “people like me”.

The Cultural Compact will engage with these communities and groups to co-create a Cultural Strategy and Plan which is owned and loved by the whole community.

Please list or link to any relevant research, census and other evidence or information that is available and relevant to this EIA:

We will use the data provided in the BCP Insight reports to target wards, communities and protected characteristics groups to gather data, consult, engage and ensure they are fully represented in decision making about the Cultural Strategy:

<https://public.tableau.com/profile/bcpinsight#!/>

Bournemouth, Christchurch and Poole Cultural Enquiry <https://bcpculturalcollective.co.uk/wp-content/uploads/2020/02/BCP-Cultural-Enquiry-Report-VF.pdf>

Please list below any service user/employee monitoring data available and relevant to this policy/service/process and what it shows in relation to any Protected Characteristic:

<https://public.tableau.com/profile/bcpinsight#!/>

BCP Equality Impact Assessment Template

Part 2 – Supporting Evidence¹

If there is insufficient research and monitoring data, please explain in the Action plan what information will be gathered:

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	<p>Age UK research shows a clear link between participation in creative and cultural activity and well being for older people. As many elderly people are often alone supporting people to come together and find a shared interest or purpose are key drivers to enhancing well-being. Other research shows there can be cognitive and physical benefits, which flows from engagement. Improving access to and participation in cultural activity can potentially improve health, well-being and quality of life for older people.</p> <p>Those under 18 are not included in this characteristic but all young people, and especially more disadvantaged children will</p>	<p>The barriers to older people engaging in cultural activity include location, transport, poor health (mental or physical), poor social networks and low income. Although many activities are free, there are indirect costs such as transport, materials, room hire or simply refreshments. Carers may need respite care, and older people who are on their own may need a friend to go with them.</p> <p>Transport, location and cost must be taken into account in programming for older people and action taken to reduce these barriers and make the offer more age-friendly.</p>

² Under this characteristic, The Equality Act only applies to those over 18.

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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.

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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
	have full access to the wealth of artistic and cultural opportunities.	<p>Failure to overcome these barriers won't achieve the desired positive outcomes and as the population ages have an overall negative effect.</p> <p>If the council does not protect the buildings and services that older people value, such as libraries and community centres this will negatively impact the policy.</p> <p>BCP has an ageing population with the number of residents' aged 65 and over set to increase by 18% prior to 2028.</p>
2. Disability ³	Engagement with arts and culture can have a transformative impact on disabled people. Arts and culture should make as huge a	Adults, children and young people with disabilities do not currently have equal access to cultural opportunities.

³ Consider any reasonable adjustments that may need to be made to ensure fair access.

BCP Equality Impact Assessment Template

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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
	<p>contribution to the lives of those with disability as it does to abled, offering additional opportunities to enhance health and wellbeing as well as enrich lives.</p> <p>Disabled artists are an important cultural asset in the UK and their engagement will be a priority.</p> <p>Access to culture for those with disabilities will be equal to those of able bodied.</p> <p>Anti Ableist principles to support and protect disabled people will be embedded and promoted.</p> <p>People with disabilities will be enabled to engage and co-create through opportunities to participate in life-long learning and cultural activity.</p>	<p>The Cultural Compact must work to eliminate those barriers or it will not achieve the positive outcomes. The Cultural compact must be advocates for access and inclusion to arts and culture.</p> <p>If public buildings and the public realm do not provide equal physical access this will negatively impact the policy and may breach the Equality Act.</p>
3. Sex	<p>Ensure that males and females have equal access to fully participate in cultural activity.</p> <p>Provision will be ensured for single sex cultural activity or participation within the exceptions defined in the Equality Act.</p> <p>Males dominate Art & Culture sectors.</p> <p>Females will be fully and as much as possible equally represented in cultural provision.</p>	<p>Females are under represented in Art and Culture sector providers and as artistic participants. For example only 5% of art sold in galleries worldwide is by female artists.</p> <p>Ethnic females are further underrepresented. If the policy does not seek to promote and improve representation of females across the sectors it will</p>

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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
	Female artists and cultural providers will have the same opportunities as males to participate, engage, provide and showcase. Ethnic females will have greater representation. Females will be represented fully in the workforce and at leadership levels.	negatively impact positive aspiration to provide equal access and participation. Failure to provide equal opportunity for females may breach the Equality Act. Certain exemptions make it permissible for the provision of single sex facilities. Failure to do so may breach the Equality Act.
4. Gender reassignment ⁴	Ensure no Gender Reassignment discrimination or barriers to access, engage and participate in cultural activities. Promote inclusion equally with all other characteristics. Foster good relations for those who share this characteristic and those who do not.	Negative only if activity excludes or is biased against those individuals undergoing, intending to undergo or have gone through gender reassignment.
5. Pregnancy and Maternity	Cultural activity will be fully accessible to people who are pregnant or have young children. Cultural organisations have good policies and practices for pregnant women and those with young families.	Negative only if opportunities are not made available for pregnant women or young families.

⁴ Transgender refers people have a gender identity or gender expression that differs to the sex assigned at birth.

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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
6. Marriage and Civil Partnership	Cultural activity will be fully accessible for people in all marriages and civil partnerships.	Negative only if opportunities are not made available for people in marriages and civil partnerships.
7. Race	<p>People of all races will be enabled to engage and co-create through opportunities to participate in cultural activity.</p> <p>Black and ethnic minorities will be positively encouraged to contribute, shape and be part of the cultural programme. They will have the same opportunities and have equal access to culture and its creativity.</p> <p>Black and ethnic minorities heritage will be recognised and valued equally and they will have the same opportunities to participate, engage, provide and showcase.</p> <p>Black and ethnic minorities will be represented fully in the workforce and at leadership levels.</p>	<p>Black and ethnic minorities are under represented in the Cultural Sector both in provision and participation. If the policy does not increase participation and engagement and contribution to the cultural programme the policy will not have achieved its aspirations.</p> <p>BCP has a rich mix of cultural diversity that can have positive impact on the community as a whole. Over 85 languages are spoken across BCP.</p> <p>Failure to engage these groups will result in lost opportunities for a vibrant cultural sector.</p> <p>Failure to take positive action to reduce inequality and access to cultural activity may breach the Equality Act.</p>
8. Religion or Belief	<p>People of all religions and beliefs will be enabled to engage and co-create through opportunities to participate in cultural activity.</p> <p>The religious heritage of our diverse faith groups will be recognised and valued.</p>	<p>Negative if diverse religions and beliefs not recognised in cultural activity.</p> <p>Although the population is largely Christian other faith groups include Muslim, Hindu, Buddhist and Jewish.</p>

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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
	Minority faith groups will be encouraged to be part of the cultural programme.	Failure to take positive action to engage minority faith groups, reduce inequality and access to cultural activity may breach the Equality Act.
9. Sexual Orientation	Everyone regardless of sexual orientation will have equal access to engage, participate and contribute to the cultural programme or participate. Positive action will be taken to ensure where sexual orientation disadvantage varies across the groups (Heterosexual, Gay, Lesbian and Bisexual) inequity is removed and equal access is maintained for all groups. Ensure that those groups continue to be represented in events and cultural programmes.	Negative if sexuality is not recognised in cultural activity. Only 2% of residents identify as Lesbian, Gay or Bisexual. These groups already experience more discrimination and may be more negatively impacted if the policy does not take positive action to address that. Failure to do so may breach the Equality Act.
10. Armed Forces Community	Cultural activity, particularly in the heritage sector, is respectful of services commemorations and activity. Armed Forces community representatives will be included in programming of those commemorative events.	Armed forces community should be fully included in activity and opportunities to avoid negative impact on the services or the well-being of veterans.

BCP Equality Impact Assessment Template

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
	Veterans will be actively encouraged to engage and participate in cultural events.	
11. Any other factors/groups e.g. socio-economic status/carers etc ⁵	<p>Culture and cultural engagement are particularly beneficial for those with health and wellbeing issues. Research shows a clear link between participation in creative and cultural activity.</p> <p>For example carers, young carers, socially disadvantaged, those living in deprivation, and those with health issues will be positively targeted to provide equal access to engage and participate in culture.</p> <p>Disadvantaged children will be a priority. Positive action will be taken to engage under represented and under served communities.</p>	<p>People with good social networks, good health and good financial resources are more likely to have high levels of wellbeing. These people also have greater access to cultural activity.</p> <p>3% of BCP's population lives in the 10% most deprived areas of England. 10% live in the 20% most deprived area whilst 20% live in the 20% least deprived in England.</p> <p>Barriers to those underserved and under represented communities are often location, transport and cost. Failure to over come those barriers and engage will result in these groups falling further behind.</p>

⁵ People on low incomes or no income, unemployed, carers, part-time, seasonal workers and shift workers

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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
12. Human Rights	The policy will benefit people by supporting their human rights to life, live free from discrimination and the right to freedom of expression.	An opportunity to challenge infringements to human rights would be missed if culture does not continue to champion such causes.

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
Consultation about the make up of the Cultural Compact board and consultative	Communities and groups and residents of the Invisible City will be consulted about representation, preferences, needs and benefits of	2020/21	Michael Spender

BCP Equality Impact Assessment Template

partners must be fully inclusive and diverse	cultural engagement and encouraged to be involved in a leadership role.		
Cultural Strategy and plan must be fully inclusive and diverse	Communities and groups and residents of the Invisible City will be consulted about strategy and plan, co-creation, marketing, opportunities and support requirements from funders. Under-represented communities and groups will be identified by the Cultural Compact and Council to ensure they are fully engaged in and can co-create the Strategy and plan	2021/22	Michael Spender
Cultural leadership and workforce should be inclusive	Cultural organisations will be encouraged to adopt EDI recruitment policies and procedures.	2021/22	Michael Spender

Key contacts for further advice and guidance:

Equality & Diversity:

[Sam Johnson - Policy and Performance Manager](#)

Consultation & Research:

[Lisa Stuchberry – Insight Manager](#)

Appendix 1. Benchmark Examples given during the Cultural Enquiry

Talent Inspirations

Blackburn Festival of Making

Part of the Festival of Making, Art in manufacturing Art in Manufacturing pairs artists and makers with manufacturers and domestic artisans; giving artists access to specialist machinery and heritage craft techniques to create work together that now appears across Blackburn.

The work and companies involved are hugely diverse and ranged this year from repurposing a wallpaper machine into a sculpture to recreating a 1980s living room as a celebration of British Asian Culture.

Lesson for BCP: *The success of the project leaves a legacy of artworks across the town as well as raising awareness of local businesses and building innovative new partnerships*

MIL Lisbon

An annual event which combines live performance by new artists, with talks and events on the creative economy with a particular focus on new international markets.

Run by a committed young team the event is partnered with five other music conventions to launch JUMP, the European Music Market Accelerator. Co-funded by the European Commission, this provides a framework for music professionals to develop innovative business models. It aims to help the music sector adapt to recent transformations of the market while encouraging it to work on a transnational level. For nine months, 10 to 20 participants from all over Europe will have the opportunity to develop their ideas and to benefit in parallel from extensive training and tutorship.

Lesson for BCP: What makes MIL so successful is that it connects internationally while also supporting local people to develop their careers.

Tesbeds, Luton

Testbeds, funded by Arts Council England, run by University of Bedfordshire and partners is an innovative scheme which offers incubation to starting artists, a 12 month collaborative research laboratory for mid-career artists, an elevator programme to help take organisations to a new level of impact and a flexible programme of events to develop enterprise skills.

In 12 months it has boosted successful arts council applications, increased participation in events and greatly improved perceptions among artists of Luton as a place to be based.

Lesson for BCP: *A sustainable university-led scheme that is actively helping to create a welcoming and nurturing environment for creative practitioners.*

Metal, Southend

Metal, a cultural development company with a base in Southend, shared with us how it has developed the Alt Art School. This gives local young people a practical guide to careers in the creative

industries, talking them through the opportunities that exist in local businesses and organisations. From opportunities to learn from local crafts people through to apprenticeships at established cultural organisations the guide demystifies the sector and is aimed as much at parents and schools as young people. Metal also run Alt Art School Events and training sessions.

What makes Alt Art School successful is that it pulls together a wide range of local voices and opportunities into one place in a sector that can feel very fragmented and hard to understand.

Lesson for BCP: Working with the grass roots and communities as full partners, can bring about greater ownership and engagement.

Infrastructure Inspirations

Second floor Studios Southeast England

This community Interest company develops studios in locations above shops and other unusual locations. In Sevenoaks (shown here) council invited it to open in a council owned building. It now has 18 artists studios and hosts many events open to the public such as an art market in November.

The success of the model (and there are many similar across UK) is that it utilises space which would otherwise become residential while bringing life and diversity to the high street while providing much needed affordable space for artists

Lesson for BCP: Models like this are vital in BC which lacks traditional post-industrial spaces and could play a part in the reimagining of the high street.

The Powerhouse (Poole)

A community-led groups seeking to develop a new hub on derelict land. The plans are still in development but it would provide a facility for Hamworthy (and Poole) including potentially a gallery, café, music and rehearsal spaces. Their recent survey of 97 local artists and creative professional showed support for a regionally significant gallery, workshop and studio space. The group are in discussion with property developers and housing associations. While they try and secure the land they will develop a programme of community focussed activity.

Lesson for BCP: Working with community groups to deliver in areas currently lacking cultural infrastructure will be vital.

St Helen's Libraries (St Helens)

The UK's most significant 'arts in libraries' project, now an Arts Council England NPO which enlivens St. Helens' network of 13 Libraries with performances, plays, gigs, workshops, courses, exhibitions and great art events funded by the National Lottery and distributed through Arts Council England. Recently crowned best arts project at The National Lottery Awards2016.

Activities range from a music tech hub every week for young people wanting to learn about digital music, through to *Northern Powerhouse: Last Towns Standing* a new online text adventure game created by Re-Dock, with young people from across the North. The Northern Powerhouse touring exhibition explores the future by showcasing imaginative and innovative objects - artefacts - featured in the game bringing the online world of 2065 into the physical.

Lesson for BCP: Opportunity to build on the excellent work already underway across BCP's libraries into a larger programme that gains national significance.

BOM Birmingham

BOM is a centre for art, technology and science dedicated to creative innovation with purpose.

Located in central Birmingham, the gallery is free to enter and presents cutting edge digital artworks and exhibitions that spark debate about technology and scientific progress while the café provides revenue and meeting space. BOM is dedicated to positive social impact. Its exhibitions and events explore topical issues in digital culture and science which impact on human lives. BOM also offers fellowships and a residency programme.

BOM Success is to build on Hacker culture and draw connections across sectors and between formal and informal learning

Lesson for BCP: The kind of third space that BOM offers provides active encouragement and support for collaboration and wider engagement.

Fusebox (Brighton)

The FuseBox is a hub in Brighton for digital innovators, tech visionaries and creative technologists. It is run by and is home to independent membership organisation Wired Sussex

It provides innovators with access to spaces, facilities, opportunities and expertise. It currently house the Brighton Immersive Lab and a 5G testbed.

Wired Sussex helped power Brighton's success as a creative-tech cluster through its job boards. The Fusebox brings together

research, start-ups, investors and innovators in a way that touches the whole creative economy

Lesson for BCP: The Fusebox helped put Brighton the map as a centre for innovation, encouraging firms to relocate and invest.

The Folkestone Triennial

The Folkestone triennial sees new artworks commissioned every three years, many of which remain around the town building an outdoor gallery of leading contemporary artwork. It is a key part of the physical renewal of the seaside town, that has also focussed on independent stores, food and drink.

The project is funded largely by Creative Folkestone which is also behind the Quarterhouse and Creative Quarter

The success of the Triennial is that its opens and accessible nature, it not only puts the town on the cultural map every three years, but ensures people come every year. Residents also benefit hugely from the socially engaged work.

Lesson for BCP: the triennial is a great example of how focussing on quality and legacy alongside an exciting festival programme can deliver long-term benefits.

Quality of Place Inspiration

Cultural planning and Hull 2017

Franco Bianchini, from the University of Hull, talked about the importance of a cultural planning process which engages the community, is critical, questioning and not afraid of being controversial. He emphasised that the success of Hull 2017 lies in the twin outputs of sustaining cultural participation and strengthening the appeal of the city as an international cultural tourism destination

Cultural planning is vital in shaping successful creative places – it relies on local knowledge, working across sectors, defining and mapping local cultural assets, as well as understanding the local ‘image bank’ (which ranges from media coverage through to local stereotypes and ‘conventional wisdom.

Lesson for BCP: *Changing perception is not easy and requires risk taking, but must build up from the grassroots*

Place Attractiveness Oulu, Finland

Olli Rantala, from the city of Oulu Government, shared the visionary approach of Oulu, a medium sized city in Finland, that has adopted an holistic approach to place attractiveness which is successfully attracting young people to stay, shaping a more liveable and dynamic city that celebrates its quirks (‘the world air guitar championships’) and places high value on design of even the most humble street furniture.

Oulu’s approach is fascinating because it could be any non major city in Europe facing the challenges that lack of scale and prominence bring. It’s approach is refreshing because it takes

things we often ignore – like fun and attractiveness – and places them in the centre of its strategy.

Lesson for BCP: *The ‘small’ stuff matters along with the large projects when it comes to making*

Plymouth Culture

Dom Jinks shared with the enquiry the inspiring story of Plymouth Culture. Through focussing on four linked themes – Nurturing talent, Community engagement, major projects and international projects – Plymouth has been on a journey which is starting to change the way it is seen internally and externally. The erection of Messenger – the UK’s largest statue of a woman – in 2019 received huge publicity and showed a town with a new sense of confidence. The success of Plymouth has been in bringing together often divergent voices to create a unified approach behind a strategic approach to cultural development that connects community engagement with international profile raising.

Lesson for BCP: *Focussing on both local activity and headline grabbing initiatives can deliver real change.*

Building Connectivity (Aveiro/Guimaraes)

Carlos Martins shared how the innovative approach adopted in Northern Portugal has seen a once declining former industrial area reposition itself through culture and creativity as a growing economy. The approach focussed on Hardware (Business incubation, art creation spaces) and Software (Showcasing, international events, cultural tourism). In Guimaraes The City of Culture bid which came at a time of recession, was transformative and embraced to the extent that the town changed its logo to the symbol of the year.

The success of Northern Portugal shows how closely linking culture with economic and social renewal through a large scale and long-term programme can deliver lasting change.

Lesson for BCP: Integrating culture into wider regeneration and economic planning is key to transformation.

BCP Future Parks Accelerator

Funded by the National Lottery Heritage Fund & National Trust, the Future Parks Accelerator (FPA) will see parks becoming “the backdrop for stimulating sustainable growth, improving health and wellbeing, biodiversity, reconnecting people with nature and are a driving force in bringing diverse communities together in positive activity.” The FPA will result in a green infrastructure strategy and business plan to create a sustainable model for 21st century parks. This will create a model for the UK’s parks services that can be replicated across other local authorities, especially merging authorities.

Lesson for BCP: the opportunity to ensure that culture is a key part of the sustainable future for our open spaces.

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A Cultural Future for Bournemouth, Christchurch and Poole

2nd interim online consultation results

1st May 2020

Introduction

The conference 'A Cultural Future for Bournemouth, Christchurch and Poole', scheduled for 23rd March 2020 and designed to look at the outcomes of the BCP Cultural Enquiry in more detail, was postponed until later in 2020 due to the COVID-19 crisis.

The conference was due to host workshops based around four themes: Talent, Infrastructure, Quality of Place and Festivals, and also included a Visioning Exercise looking at a long-term cultural vision for the region. The results of these surveys are due to feed into the creation of the BCP Cultural Collective – a Cultural Compact for Bournemouth, Christchurch and Poole - and inform the creation of a new Cultural Strategy for the region.

These five topics have been available since 7th February 2020 as online surveys in a public consultation. The surveys are still open, but this report provides a summary of responses so far until 1st May 2020.

Contents

Page 1	Introduction and contents
Page 2-4	Survey results – 'A Cultural Vision for Bournemouth, Christchurch and Poole'
Page 5	Introduction to the workshop topics
Page 6-8	Survey results – 'Talent'
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Page 12-14	Survey results – 'Quality of Place'
Page 15-17	Survey results – 'Festivals'
Page 18	List of respondees

Appendix (Excel document) Raw data – full list of additional responses

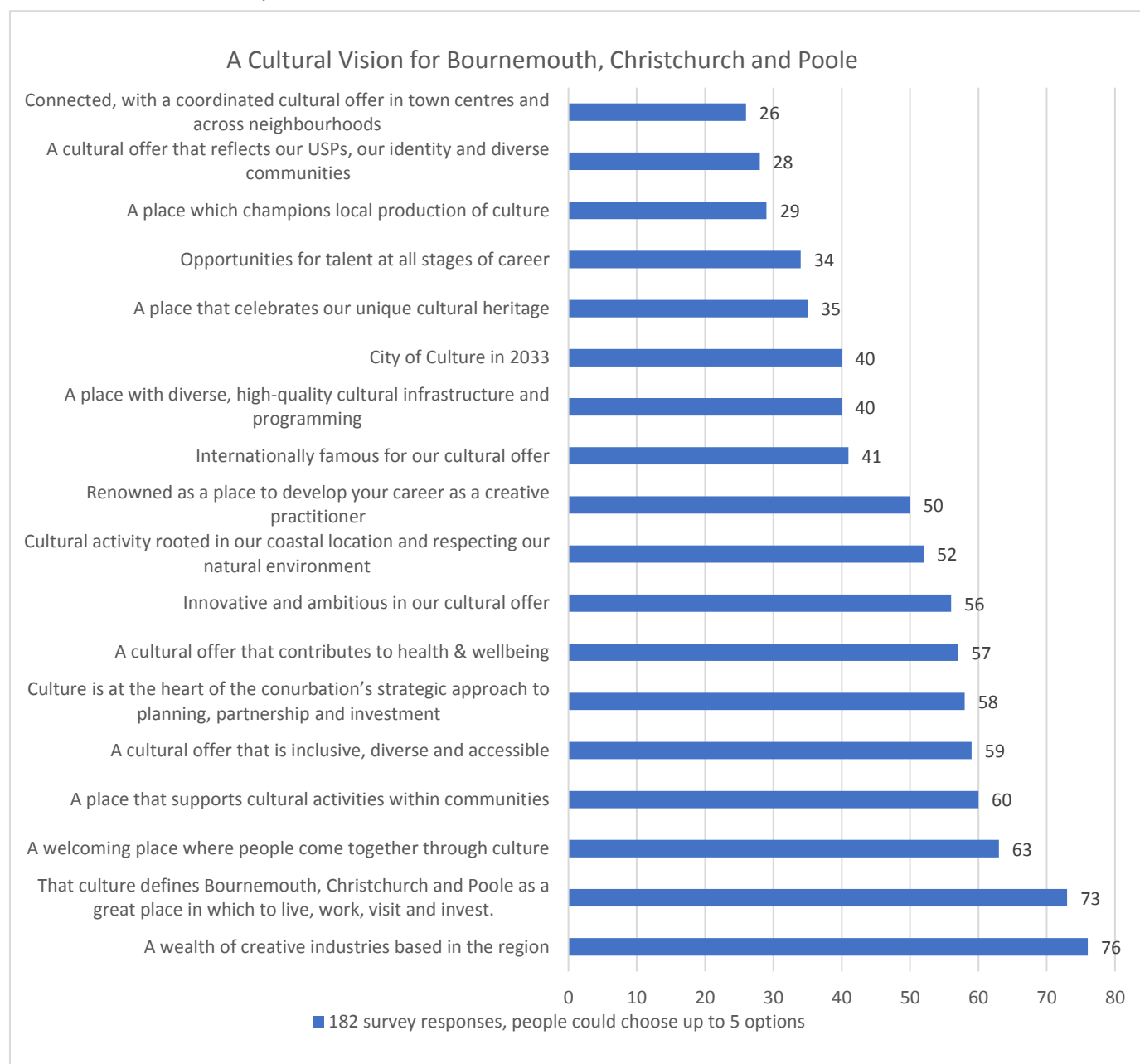
Survey 1 – “A Cultural Vision for Bournemouth, Christchurch and Poole”.


Bournemouth, Christchurch and Poole are entering a new era. The three towns have an incredibly rich cultural offer across their neighbourhoods, and an impressive range of cultural assets and organisations, in an area of natural beauty with the coastline that joins them together. With a new Unitary Authority of a scale comparable to Bristol, now is the time to shape a shared ambition, a whole-place approach to culture, with a long-term cultural vision for the conurbation.

Respondees were asked to consider:

“What is your 20-year cultural vision for Bournemouth, Christchurch and Poole?”

They were asked to choose up to 5 options from the below list and provide their own further comments. 182 responses have been received so far.





Summary of additional comments on Vision

Content/ programming

BCP needs to attract and support cultural institutions of the highest quality.

Our current cultural provision feels outdated and in need of a revamp.

Our current cultural provision is fantastic and should be maximised and supported.

Culture needs to be coordinated across the conurbation to offer a range of quality content.

Need to focus on a broad range of diverse content, not just high culture - this could include more galleries, interactive museums, wet weather family offer, music on the beach, a sculpture park, art cinema, contemporary art exhibition space, a more varied quality music scene.

We need to cater throughout the year for residents as well as for the summer tourist season.

Heritage

We need to celebrate the individual heritage of the three towns.

We need to celebrate our historic and literary links, listed buildings and our natural attractions.

Partnerships

The Universities need to be involved in generating ideas and shaping strategy.

More collaboration with AUB

More collaboration with museums and educational institutions.

Partnerships with schools and the involvement of the younger generation is key.

An anchor institution/ creative hubs

BCP needs a highly visible anchor institution to act as a catalyst for further development - like a Turner Contemporary.

BCP should build on the existing creative venues and rediscover/ celebrate what it has.

Develop Poole quayside with a range of museums and galleries.

BCP needs affordable and accessible studio spaces for artists and creation spaces for R&D

The natural environment

Needs to be preserved and not spoilt by any tourism attractions and new cultural developments.

Our cultural offer should be in harmony with our local environment.

We should be leaders in sustainable living, supporting innovative ideas and enriching lives, fostering a sense of place and community.

Strategy

Ambition, innovation and sustainability are key

We need to create a cultural ecology, which is interconnected and cross generational

We need to develop a talent pipeline that supports those at all stages of career


We need better networks and the development of culture and strategy should be in part artist led

Culture should be at the heart of our vision for the conurbation.

Identity, health and wellbeing, community and the environment are all key elements in developing cultural strategy.

The tourist attractions are sometimes overplayed at the expense of cultural and other events.

Creating a vision needs to be led by a more diverse team of facilitators who are also experts at supporting local talent.



Culture needs to be embedded in local strategies in a more fundamental way, and connected with other sectors.

Use culture to regenerate our town centres especially where retail is failing.

Diversity and accessibility

We need more intergenerational activities that are inclusive and build new skills


We need a range of content that caters for our diverse communities, supports local artists and attracts top quality talent and audiences from further afield.

The vision for culture should be rooted in communities and our identity.

Networks and promotion

We need a joined-up way of promoting the existing cultural offer.

Bottom-up initiatives need more support and the infrastructure to help them thrive.



‘What Next?’ Workshops

The Bournemouth, Christchurch and Poole Cultural Enquiry was established at the same time as the UK’s newest city region came into being under the new unitary authority of BCP Council. The Enquiry took place throughout 2019 and was initiated to shape a shared ambition and collective opportunity for the region as a place of culture. Now is the time to re-imagine a conurbation-wide cultural offer, to build something bigger and better and for culture to be impactful across a range of strategic agendas.

The Cultural Enquiry identified the need for Bournemouth, Christchurch and Poole to concentrate on both

1. a neighbourhood and grassroots approach to culture and
2. a scaled-up culture-led city-making approach.

Bringing these together into a third approach

3. a **Whole Place Approach to Culture**. This marries the importance of micro-scale, locally embedded and community-facing activities; to one which thinks and acts big.

The Enquiry has helped shape three main themes for Bournemouth, Christchurch and Poole going forwards:

1. **Talent**
2. **Infrastructure**
3. **Quality of Place**

and some potential priority actions including

4. **Developing our festival offer**

These four topics are explored in the following surveys.

Survey 2 – “Talent”

By talent we mean arts and creative education, support for artists and creative practitioners at all stages of their careers and a step change in cultural provision and ‘everyday creativity’. It means supporting everyone to enjoy a creative life.

Respondees were told that:

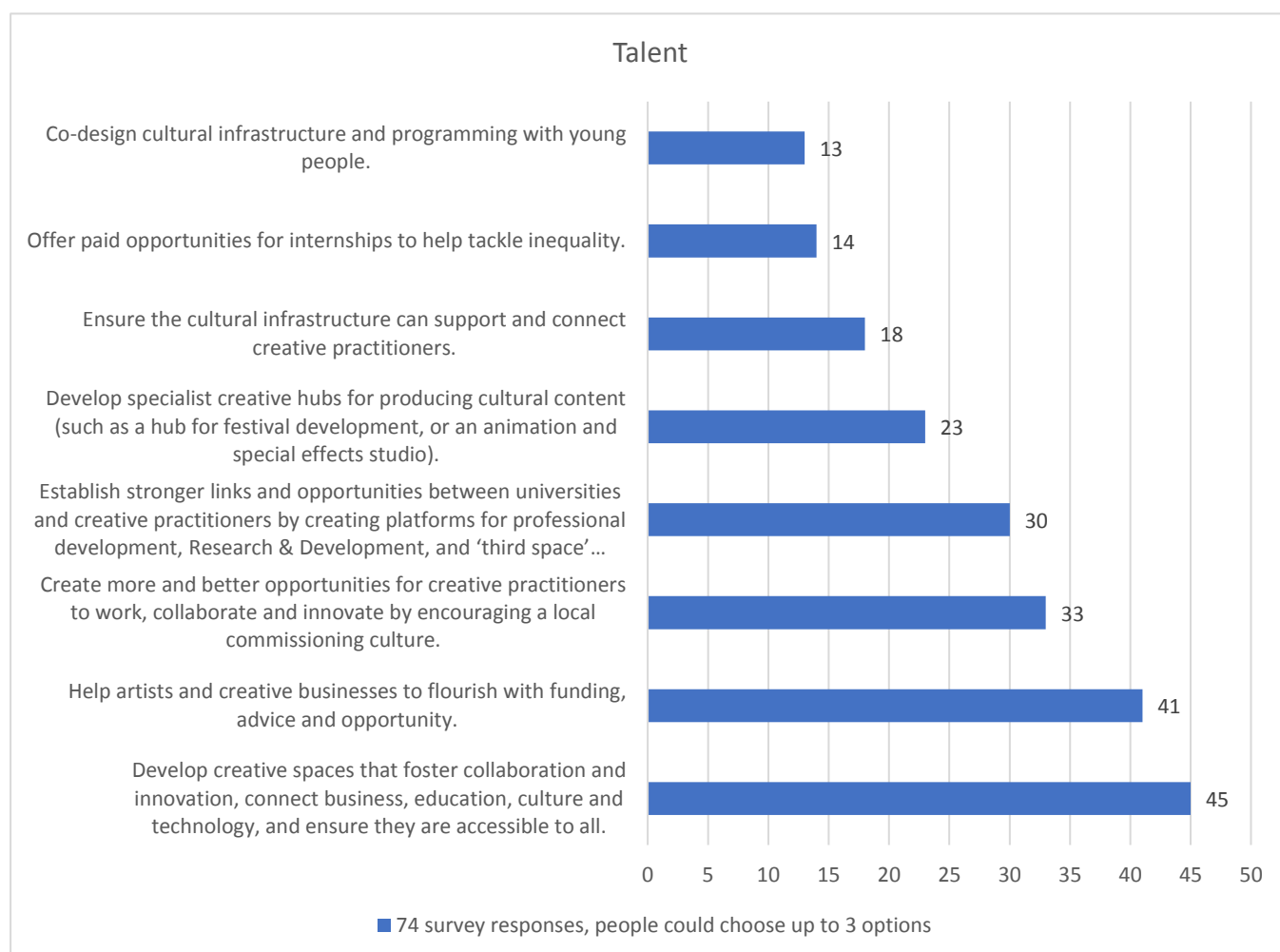
BCP Council will

1. Work with the [Local Enterprise Partnership](#) to ensure there is money to invest in this strategy and to make sure Bournemouth, Christchurch and Poole produces the best, most ambitious culture and attracts and retains talented creatives.
2. Support schools to be champions in arts and creative learning.

Respondees were asked to consider the list below and think about:

“Which three things should the BCP Cultural Collective prioritise next?”

Respondees were asked to choose up to 3 options and provide further comments.





Summary of additional comments on Talent

Universities and Bournemouth and Poole College

We need more job opportunities to retain talented students

Need for stronger links between universities and the local area

AUB can link students with the creative industries, BU has a national identity, together they can link education and practice.

Need to involve B&P College as well as the Universities

Partnerships

Active links between BCP Council and AUB

Collaboration, producing work together in new partnerships, co-developing funding bids and discovering new approaches.

Bridge the gap between festivals and the film industry

Museums, arts centres, Parks and Countryside areas and events should work more closely together to provide better opportunities.

Connectivity and participation are key.

Developers and creatives should be linked to embed culture into developments.

Collaboration allows for two-way flow of knowledge and the creation of fresh ideas.

Ethos

Need to support a creative culture in the region as an attractive reason to live and work here

Encourage entrepreneurship

Vibrant

Arts and culture need a higher profile and to be embedded in BCP's DNA

Important to instil a sense of community and a sense of pride in what we produce in our local area.

Diversity and accessibility

Need to ensure our ethos is diverse, inclusive and tolerant.

Accessibility to and affordability of culture is vital.

Need to encourage work by BAME talent

Creative hubs

Repurpose empty retail units as creative hubs and create cultural quarters in Bournemouth and Poole

The need for a space for people to come together - experience new things, meet different people

Flexibility for people who only have free time in the evenings and weekends

Create an accessible public form and a place for outreach and education


Infrastructure to support collaboration, R&D and professional development.

A place to forge partnerships, work on joint projects, an incubation space and place for help and support.

A community space for classes, meetings and viewing exhibitions. Somewhere to host student work, a youth theatre, the best contemporary shows.

A place designed by the people who are going to use it.

There are people out there who want to contribute mentoring and training to support career development



Utilise existing facilities more and widen the scope of their use.

Content

More high quality visual arts

More commissions and grants needed to support survival of small freelance businesses.

Need ambition in the work we produce locally to be of international quality

Introduce local competitive exhibitions for visual artists

Involvement

People have got ideas, time and skill to contribute to developing our cultural future and they want to be allowed to participate in the process.

People want to be part of the decision making process

Artists, creatives, young people, old people - the entire community - want to be involved in development of strategies and infrastructure.

Infrastructure

A good cultural infrastructure is crucial to provide opportunities and resilience to the sector.

Networks need to be developed and maintained.

Need to improve the current lack of coordination and ambition in planning and funding culture.

Need to acknowledge that culture is an important driver for tourism and the local economy.

Summary – Survey 3 – “Infrastructure”

Here infrastructure refers to scaled-up, diversified and sustainable cultural organisations, venues and platforms across Bournemouth, Christchurch and Poole. It means the alignment of spatial planning, transport and culture. It also means ‘softer infrastructure’, the tools and processes which can deliver the wider economic and social ambitions of BCP.

Respondees were told that:

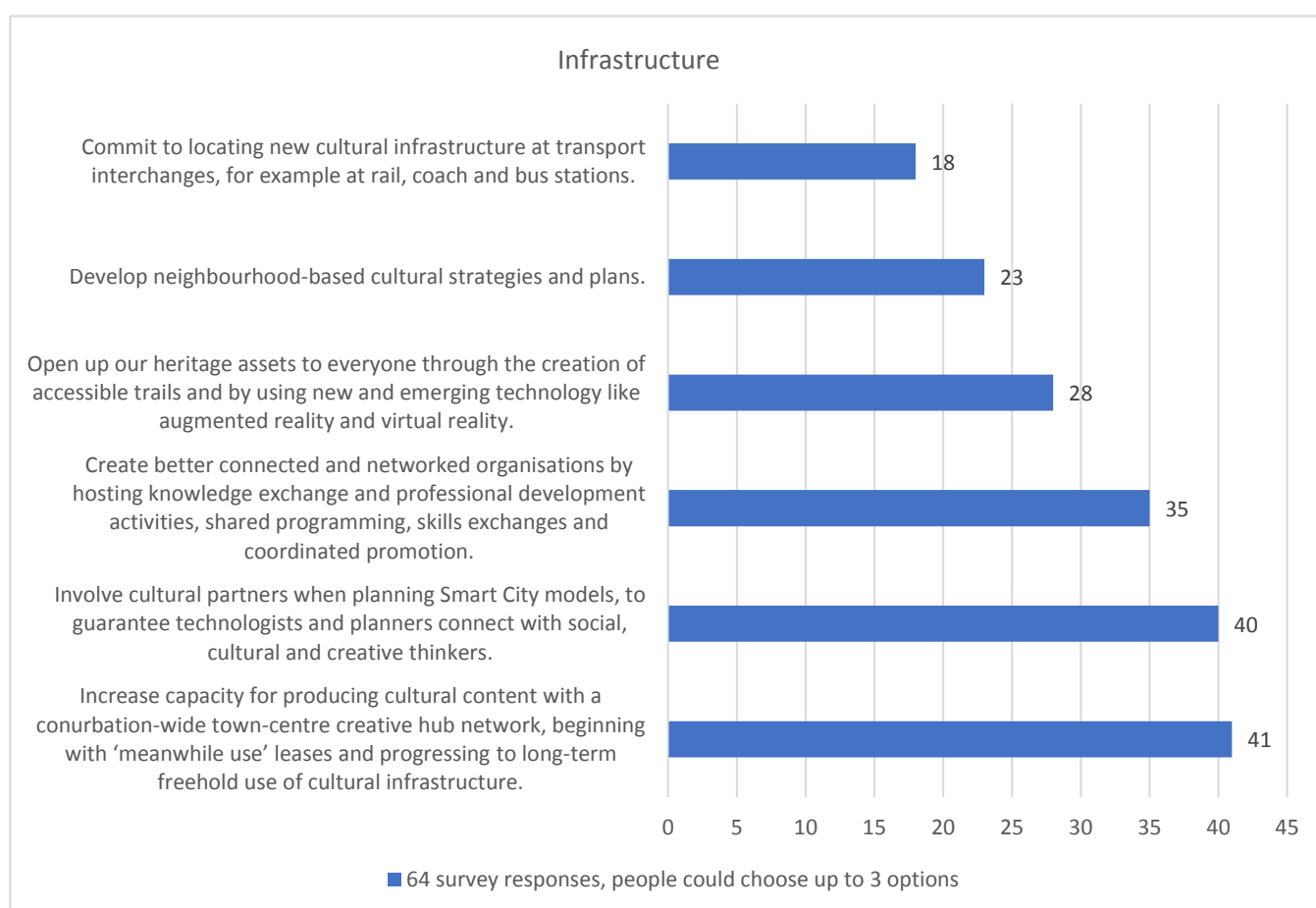
BCP Council will

1. Ensure culture is a key theme in the BCP Local Development Plan, so that culture becomes a factor in all major planning policy documents across the conurbation.
2. Consider a strategic review of the role and purpose of town centres, with the aim of creating an ambitious new vision for their use including artists and cultural organisations.
3. Undertake a feasibility study on redeveloping the Bournemouth International Centre (BIC) to create a cultural district including a combined gallery, event and performance space.

Respondees were asked to consider the list below and think about:

“Which three things should the BCP Cultural Collective prioritise next?”

Respondees were asked to choose up to 3 options and provide further comments.





Summary of additional comments on Infrastructure

Strategy

Need to ensure joined-up thinking which will result in better opportunities

Need to connect the Universities with the community more.

The significance of cultural and heritage assets needs to be realised and a structure put in place to support them.

Culture should be a key part of the Local Plan

Need a more coordinated, ambitious and sustainable cultural offer

Importance to champion the positive effect of culture on the community as well as on the economy

A cultural partnership should be created to bring together heritage and culture.

We should integrate cultural opportunities into Park Masterplans and Countryside sites, and work closely with the Future Parks Accelerator team

Utilise the Historic Environment Record and Maritime Archaeology Record to inform strategic planning.

Identity

We need to create a new sense of identity for the newly formed conurbation.

Bournemouth should sell itself as a green town based on it's historic identity as a healthy place to live.

Artists and creatives need to see themselves as part of the area's identity.

Creative Hubs

Encourage the use of empty buildings as creative hubs for cultural activities. Remove the red tape.

The importance of quiet spaces to allow creativity to flow.

Developing cultural activities at transport hubs would alienate all the people who cannot access those hubs.

Vital to improve access by public transport to any new creative hubs with frequent reliable transport links.

Communities need access to venues.

We should use underused park pavilions for cultural hubs

Town planning

We should use technology to embed culture into urban infrastructure

We should develop permanent lighting technologies for Poole to enhance the night-time identity.

Use existing partnerships to support current projects and initiatives

The ask of developers needs to be clear and viable in the context of planning and plan making.

Public transport

Needs to be improved to allow better access to our cultural attractions without having to drive.


Travel around the conurbation is very difficult especially in the evening.

Networks and partnerships

People need access to people for support advice and encouragement. Places with strong networking support have strong cultural offers.

Community events need support with promotion, organisational and business support.

Better networks mean stronger partnerships and more impact in community engagement



Stronger partnership working is needed to ensure the best results when constructing new buildings.
Build on the existing collaborations and avoid duplication and competition.

New cultural site

Bournemouth needs a public art gallery.

Poole needs a cultural centre of national renown and excellence.

Diversity and accessibility

Accessibility to spaces, support and cultural content needs to be improved.

Need to engage more with the BAME communities which means defining culture in a way that is meaningful to them.

Inclusivity and reflecting our audience demographics is important and cross-conurbation engagement of all neighbourhoods.

Involvement

People are keen to contribute to development of ideas and strategy and want to be involved in the decision making.

Organisations have venues they can offer up for events and exhibitions.

Communities and neighbourhoods need to be consulted about what they need before decisions are made.

Summary – Survey 4 – “Quality of Place”

This theme is about how culture and creativity can contribute to the quality of place in Bournemouth, Christchurch and Poole – that set of sometimes hard to define things that make places great places to live, work and visit.

Respondees were told that:

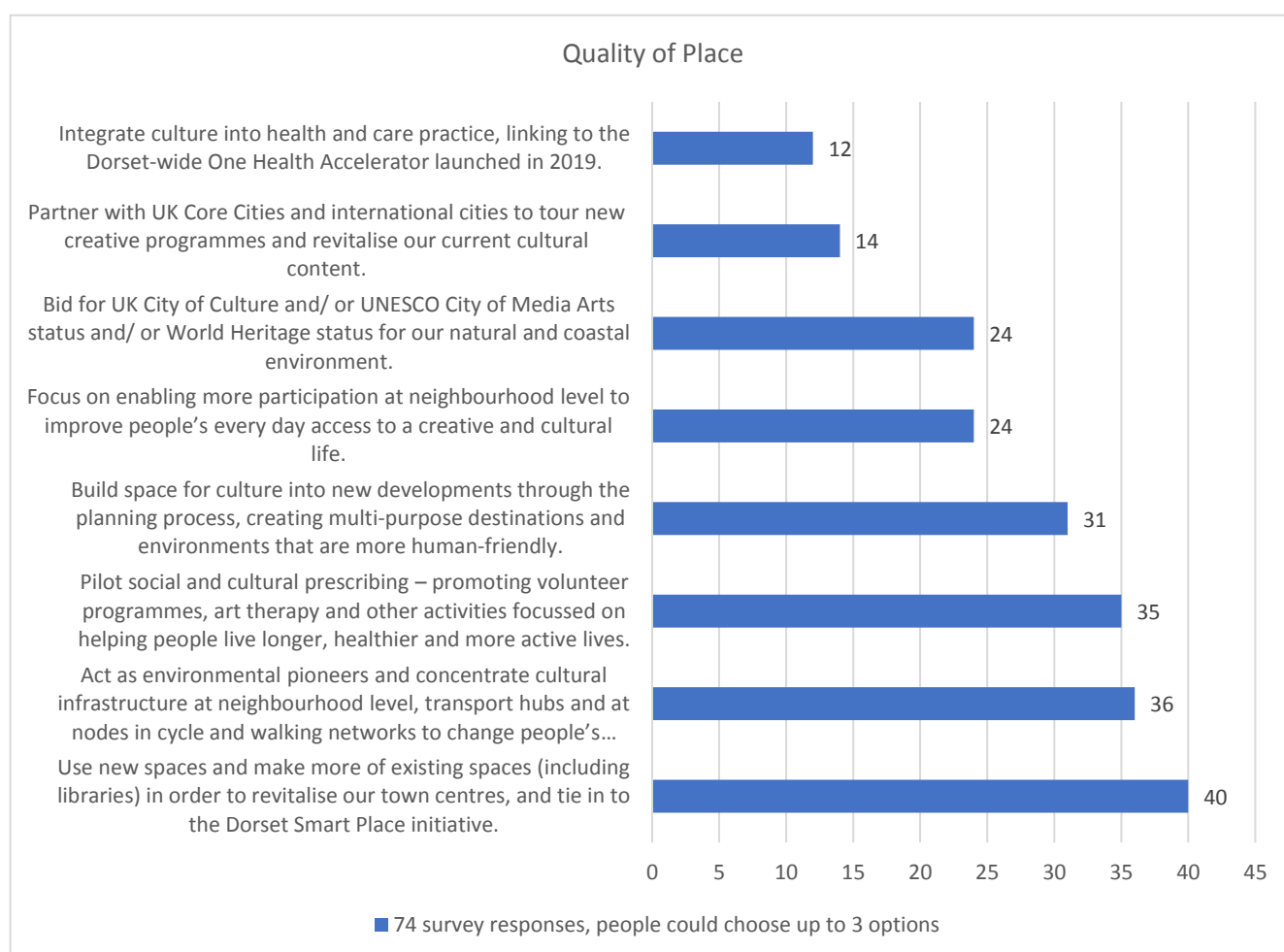
BCP Council has

1. BCP Council has positioned culture at the heart of BCP Council’s Corporate Plan – the whole idea of Bournemouth, Christchurch and Poole as a place needs to be articulated through culture.

Respondees were asked to consider the list below and think about:

“Which three things should the BCP Cultural Collective prioritise next?”

Respondees were asked to choose up to 3 options and provide further comments.





Summary of additional comments on Quality of Place

Strategy

A City of Culture bid would provide a focussed project for the whole sector to support and should include our neighbours in Dorset and Southampton.

Ensure culture is part of future development and regeneration programmes, including transport, housing and environment plans.

Housing needs, deliverability and viability need to be balanced with cultural requirements when ensuring space for culture in housing developments.

Utilise work already carried out by partners.

Link culture to the Future Parks Accelerator Programme to ensure a holistic response to our vision for BCP.

We should join our museums and heritage centres in one single cultural heritage service and link this closely with tourism and culture.

Creative hubs

We need to make better use of the existing spaces we already have before we build more.

The most diverse area of BCP is lacking a cultural centre.

Public transport

Needs improving across the local area.

BCP should be vehicle free on Sundays to encourage cycling and make safe spaces for pop up businesses, street entertainment and gatherings.

Introduce a fleet of electric buses between key locations.

Increasing pedestrian access and bike zones would demonstrate a forward-thinking progressive city.

The Natural Environment

Need better access to more open spaces.

Need a more holistic approach to town planning and home building.

Need to ensure we look after our natural environment more.

We should maintain our natural environment and revitalise existing spaces.

Make our parks, green spaces and cultural assets the backdrop to all civic life.

Cultural Prescribing

A strong cultural prescribing network would allow artists to find new audiences and support funding applications.

Needs investment to upskill cultural producers and funding to establish innovative cultural programmes.

Need to recognise different people's needs and provide the appropriate solution.

Need to offer programmes into new spaces to widen reach to more individuals.

Embed culture into well being activities.

Talent

Make use of the talent of the people already in place to identify new initiatives.

Invest at grass roots level more and build on what is already working.



Identity

Culture plays a large part in maintaining and improving 'place' as well as celebrating it's uniqueness. All towns known for their culture have a major modern or modernised gallery - to be taken seriously BCP needs one too.

Every place should have it's own special identity and artists can capture and showcase this.

Diversity

Utilise the multi-cultural hub to engage with diverse and hidden communities.

Summary – Survey 5 – “Festivals”

Building on our festival offer could create a greater scale of cultural offer, national and international visibility for the region, push for higher quality and excellence, greater innovation, more diversity and create improved production capacity. Festivals can be a breeding ground for talent development and cultural production.

Respondees were told that:

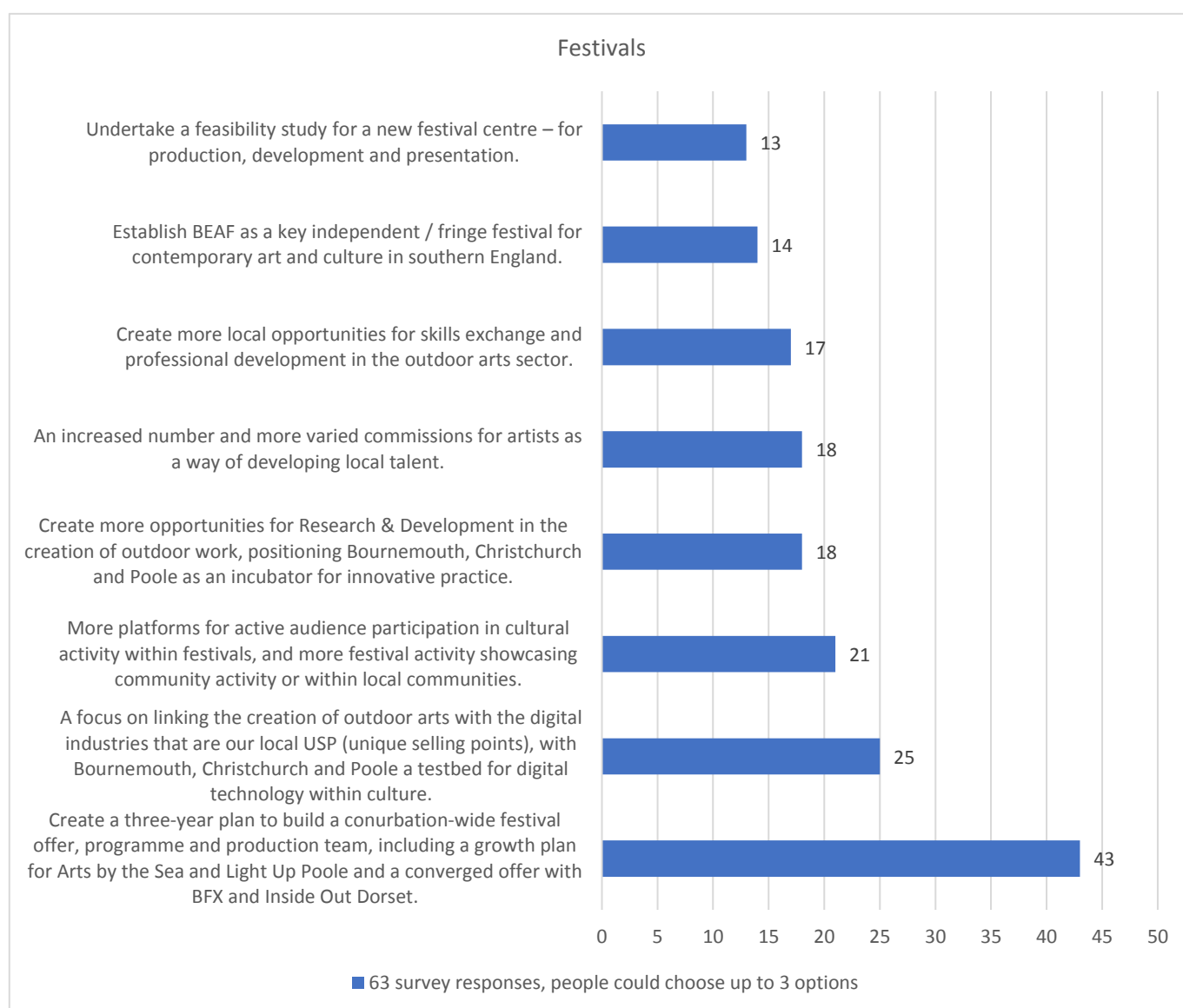
BCP Council will


1. Take a progressive approach to tourism within the new Tourism & Destination Strategy positioning Bournemouth, Christchurch and Poole as a key location for weekend Cultural Tourism breaks.

Respondees were asked to consider the list below and think about:

“Which three things should the BCP Cultural Collective prioritise next?”

Respondees were asked to choose up to 3 options and provide further comments.





Summary of additional comments on Festivals

Artists/ talent

Work with the Creative Events Management course at AUB so students can develop their practice in front of a range of audiences within an industry setting

Incorporate BEAF into plans for festival development as the festival supporting emerging artists
BCP needs a serious music festival and a festival for local musicians.

Partners

Link festivals with the film industry.

Ensure museums and arts centres connect with and participate in the festival offer and are supported in their own activities.

Skills development

Support local skills development to benefit the sector and re-invest in local work rather than buying in.

We lack training for local production teams - existing festivals bring staff in from outside the region.
Train BCP based staff for these roles.

Support local and diversity

Support artist curated events and activity.

Support more diverse artists and bring on new emerging BAME artists.

Allow BAME communities to showcase their own original practised cultures.

Enable local artists to showcase their work creating an enhanced sense of belonging and accessibility for local communities

Commission more local artists

Planning, development, strategy

Develop new festivals that showcase critically acclaimed art or contemporary fringe work, or community led work, dance, heritage and music.

Ensure festivals have 12 month programmes wrapped around them so they're not just tourist events but invest across the year in community driven work.

Festivals should celebrate the locality and USP.

Ensure there is a new or existing wet-weather facility close to any proposed event so it can still proceed in bad weather conditions.

Utilise existing venues for events and participation.

Improve the ambition and sustainability of existing festivals.

Link the conurbation with larger scale festivals like Bestival


Audience

The existing festivals need to provide more participatory events for audience and reach a wider audience than their existing audience.

The existing festivals need a joined up marketing strategy to reach a wider audience, the general public and not just the usual arts people.

Innovation

BCP should be a national centre of excellence for festival production



BCP should be at the forefront of digital technology within culture, developing new platforms and technologies for home grown cultural heritage strategies.
Create four cultural quarters with different characters to host the different festivals, creating new environments and unlocking additional funding.

List of contributors

Survey respondees were able to provide their name or leave responses anonymously.

Emma	Abbey	David	Jones
Alejandro	Ballesteros	Loubna	Khamlichi
Libby	Battaglia	Paul	Kinvig
Lewis	Bayley	Maureen	La Frenais
Diane	Beasley	Mark	Lamb
Sarah	Bernardes	David	Lawrence
Zoe	Bradley	Cary	Lightfoot
Laura	Bright	Ken	Mantock
Beccy	Brookwell	Susan	McAdie
Rachael	Brown	Sam	Merrick
Laura	Bullivant	Adam	Merrifield
Jez	Carter	John	Merritt
Gerry	Clarke	Frank	Miles
James	Cole	Vanessa	Mill
Hayley	Curtis	Ben	Mitchell
Roy	Cusens	Sarah	Moore
Willem	de Bruijn	Lin	Moore
Martin	Devine	Sarah	Moore
David	Doust	Ashley	Nicholson
Ronnie	Draper	Donald	Nordberg
Ella	Dunn	Michele	O'Brien
Jonathan	Dyke	Mary	O'Sullivan
Laura	Eldret	Mike	Pearce
Cleo	Evans	Julie	Pearson
Jon	Exton	Victoria	Pirie
Graham	Farrant	Sarah	Price
Jacqui	Garrett		Read
Maria	Gayton	Jennifer	Roberts
Elisabeth	Gordon	Anthony	Rogers
Edward	Gould	Michelle	Rumney
Beth	Goy	Guido	Schillig
Diane	Grannell	Lauren	Sewell
Kris	Gumbrell	Chris	Shephard
Briony	Hartley	Jon	Shipp
Gabrielle	Hass	Amaya	Silveria
Julie	Hawker	Susan	Sloan
Trudy	Hicken	(SWFed)	South West Federation of Museums
Mark	Holloway	PAULINE	STANLEY
Sarah	James	Margo	Teasdale
Martin	John	Gary	Trinder
Ian	Jones	Jacqui	van Bommel
Jon	Weaver	Matthew	Vass-White
Kim	West	Katharine	Walker
Cal	West	Julia	Wittich
Mandy	West	Denise	Wootten
	Wheatcroft	Jayne	
Frances	Wheatley	Patrick	
Claire	Whitaker	Pamela	
Beckee	White		
Lawrence	Williams		

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ⁱ A full list of additional responses can be found in the Excel document Appendix to this report.

CABINET



Report subject	Concessionary Fares Bus Operator Reimbursement
Meeting date	13 January 2021
Status	Public Report
Executive summary	To seek approval 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 and to support the CIMT recommendation regarding reimbursement for 2020/21.
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) For the current 2020/21 scheme year Cabinet supports the CIMT recommendation to approve the 2020/21 reimbursement of bus operators based on adjusted pre-Covid levels as urged by Central Government.</p> <p>(b) For 2021/22 Cabinet endorses 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.</p>
Reason for recommendations	<p>The Covid-19 pandemic has significantly impacted on bus travel including concessionary passenger journey numbers. Government guidance has been for local authorities to maintain pre-Covid concessionary fares reimbursement levels in support of vital local bus service providers so that they can continue to play a central role in our community during and after the pandemic.</p> <p>Without this reimbursement there would be a substantial loss of bus services across the BCP area. This would have the greatest impact on young people, older people and families from lower income households, disabled people and women. All these groups rely more on bus services than the general population.</p>

	<p>A phased move towards reimbursement again being based on concessionary journeys alone is required. Government is expecting to ask local authorities and bus operators to work together in a Recovery Partnership to get bus services back on a healthy path to recovery.</p>
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Portfolio Holder(s):	Councillor Mike Greene, Cabinet Member for Transport and Sustainability
Corporate Director	Bill Cotton, Corporate Director, Regeneration and Economy
Contributors	John McVey, Sustainable Transport Policy Manager Richard Pincroft, Head of Transportation including Sustainable Travel
Wards	All BCP Council Wards
Classification	For Decision

Background

1. The Council, as a Travel Concession Authority (TCA), is required to reimburse operators of eligible local bus services, for journeys undertaken by passengers holding English National Concessionary Travel Scheme (ENCTS) bus passes. Bus passes are issued to permanent residents who meet either the age criteria (currently pensionable age for women) or the disability criteria (based on DfT Guidelines).
2. The objective is to reimburse bus operators so they are 'no better or worse off' than they would be if the scheme didn't exist. In practice this is compensating them for the revenue lost from passengers who would have travelled even if no concession existed (the lost fares revenue) and for the costs sustained by carrying the extra passengers as a result the concessionary fare scheme (people travel more and more people travel).
3. These are generated trips. In certain circumstances the cost of providing extra or bigger vehicles required to cope with the numbers of concessionary passengers (additional capacity costs) is payable.
4. Payment is based on the number of concessionary journeys undertaken on each service per month as well as the average fare paid by adult non-concessionary passengers. Journey numbers fluctuate seasonally and are impacted by the weather. The amount paid is discounted by a 'generation factor' to take account of the number of extra trips generated by the availability of the concession.
5. Prior to the formation of the new Council, external transport specialist consultants were employed to recommend an appropriate concessionary fares bus operator reimbursement rate. This was the subject of an LGR BCP Programme Decision Record in November 2018 which was approved. BCP bus operator reimbursement in 2019/20 amounted to £8.13m. The budget for the current year, 2020/21 is £7,868,300.
6. Since March 2020 Covid-19 has had a significant impact on bus travel, particularly following advice from the Prime Minister to avoid using public transport. Bus use initially dropped to around 10-15% of pre-Covid levels. It has

since recovered but remains at around 60% overall though concessionary journeys are less at around 50% (September 2020 compared with September 2019). Social distancing requirements limit capacity of local bus services to around half and the requirement for face coverings (unless exempt) is a disincentive to travel for some.

7. In a letter from the Department of Transport (DfT) dated 25 March 2020 Local Authorities were asked 'to support vital local bus service providers so that they can continue to play a central role in your communities after this pandemic.' The letter also said, 'we would urge you to continue to pay bus and coach operators for tendered services and home to school transport at the levels before any downturn in service provision or patronage, **for at least the period of the outbreak**' and, '**We would also urge you to continue to pay operators for concessionary fares at levels before any downturn.**'
8. In the light of this a formula was agreed with the local bus operators to make concessionary fares payments to operators based on the February 2020 payment (the last complete month prior to the outbreak). For each month this was inflated by the average percentage change in reimbursement for three previous years to the month in question. This method was used from March-August 2020 (6 months).
9. In September and October 2020, the payments have simply replicated the 2019/20 payments. Interim payments at 50% the 2019/20 level have been made in November and December pending the most recent guidance from DfT. One of the bus operators has raised concerns about the significant impact on its cashflow of this reduction, putting the business at risk.
10. In its Covid Bus Services Support Grant (CBSSG) Restart Conditions (June 2020) the DfT continued '...to urge local authorities to maintain concessionary travel reimbursement and tendered service contract payments at pre-COVID-19 levels.' Local Authority CBSSG is used to make up for the reduction in fares revenue on tendered services as a result of Covid-19.
11. The majority of local authorities around the country have continued to reimburse bus operators based on pre-Covid levels, most on a 'like for like' basis. Some have made adjustments in the light of service changes planned prior to the pandemic. **It hasn't been possible to identify any local authority that isn't reimbursing in 2020/21 at or close to pre-Covid levels.**
12. In a letter dated 20 November 2020 on Concessionary Bus Travel, the DfT gratefully acknowledged authorities that have maintained concessionary payments at pre-Covid levels. It stated that, "Combined with funding from DfT, this support has worked together to ensure the continued operation of local bus services across the country".
13. The letter refers to Public Procurement Notices PPN 02/20 and PPN 04/20 which have been used to justify concessionary fares payments to bus operators but expired at the end of October. It goes on to recommend that local authorities

work with bus operators and develop a transition plan so the principles of PPN 04/20 can continue to be met. Further guidance on this has been promised in the proposed National Bus Strategy (anticipated January 2021) where recovery packages are being explored. The strategy is expected to recommend local authorities set up Recovery Partnerships with the bus operators to support them move back to a commercial footing. This will be backed by £300m of government funding.

14. The letter also proposed approaches for calculating concessionary fares payments at pre-Covid levels. It suggests *inter alia* taking into account the general fall in concessionary journeys numbers - 2.5% reduction in England in 2018/19. Locally the downward trend has been less with a 1.96% average decline over the three years preceding the pandemic.
15. It is therefore reasonable to suggest that based on journey numbers the outturn in 2020/21 would have been 1.96% less than in 2019/20. Account may also be taken of the level of service operated if 100% of services are not being provided.
16. Operating under government guidance, **the bus companies are trading without profit** and in this regard the DfT has procured Grant Thornton to review and audit bus operator submittals of Profit and Loss. They have an obligation to control costs and to work with the local authorities on the levels of service being provided. CBSSG funding rates are based on concessionary reimbursement continuing to be paid at pre-COVID levels as well as sending the Local Authorities details and claims based on actuals but receiving pre-determined amounts. This means that there is no double payment through different funding streams.
17. Since the lockdown measures were introduced in March 2020 the bus companies have played an active role including:-
 - Enabling an essential travel network for key workers during the height of lock-down;
 - Enabled shared ticketing with other transport operators to for the benefit of all residents of BCP at the height of lock-down;
 - Providing additional extra services such as additional Sunday morning journeys for those working at the COVID regional test centre in Creekmoor when there is no commercial case to do so;
 - Providing additional capacity from elsewhere within the business to maintain social distancing and meet the objectives of BCP Council and Central Government;
 - Maintaining services which would not otherwise operate due to poor loadings to maintain connectivity of different communities - reducing social isolation at difficult times;
 - Significant investment into facilities to make travel safe – including changes to Poole Bus Station, Gervis Place and Bournemouth Travel interchange. Also, they have installed safety screens, on board hand sanitising and developed the websites to show how busy buses are so people can decide if and when to travel;

- Significant and repeated costs incurred in regularly replacing road-side displays as part of each service change rather than two annual changes.

18. Under 'normal' operating conditions, legislation gives the bus operators the right of appeal to the Secretary of State if they consider the concessionary fares reimbursement rate to be insufficient. Whilst this right of appeal wouldn't be relevant in the current circumstances, a shortfall in concessionary fares revenue is likely to result in requests for contract price increases on tendered bus services as well as the withdrawal of marginally commercial routes.

19. Go South Coast and Bournemouth Transport have confirmed that a significant reduction in concessionary fares reimbursement or indeed any other government support would result in almost immediate reductions in services. As levels of patronage are at about 60% overall with additional resources (e.g. double decker's and duplicate runs), the operators' costs are far outweighing their income due partly to negative messaging about public transport and also the need to maintain social distancing.

20. The DfT guidance issued to all TCA's to date (refer to background paper 1) proposes that BCP bases concessionary fares payments on the following principles:

- 1. Seasonality of services** – (some authorities have adopted approaches to cover this, for example, averaging two lower winter and two higher summer payment methods)
- 2. Decline in concessionary patronage** - (total concessionary bus journeys fell by 2.5% in England in 2018/19, however, this may vary across local areas)
- 3. Decline in patronage as a whole**
- 4. Operators may have ceased trading/some services**
- 5. Operators may have started trading/new services**
- 6. Operators may have varied their services to increase/decrease the frequency/length of journey** - (If TCAs decide to consider this principle, we urge TCAs to only reduce concessionary fare reimbursement funding to the level of service that operators are providing them with. For instance, if an operator was providing 90% service levels, TCAs may consider providing 90% concessionary fare funding.)

21. The BCP Council Corporate Incident Management Team has considered this matter and agreed in principle to recommend the following to Cabinet and to Council:

Reimbursement for the current 2020/21 year at adjusted pre-Covid levels as follows:

- Reimbursements based on 2019/20 but reduced by 1.96% to account for the assumed reduction in journey numbers
- For the period not covered by the Public Procurement Notices PPN 02/20 and 04/20 (after 30.10.2020) operator reimbursement adjusted to reflect percentage of services operated.

Applying these adjustments results in a forecast outturn of £7,829,142 which is below the current year's budget of £7,868,300.

Estimated saving in 2020/21: **£39,158**

These calculations are set out in **Appendix A**

22. Alternative options would be:

- (a) To reimburse operators as per the full 2019/20 pre-Covid level = £8,114,761. This would result in an overspend of £246,461 and is **not recommended**.
- (b) To reimburse operators based only on the numbers of concessionary passengers carried = £2.6m (estimate). Although this would produce an estimated saving of £5.27m, it would not be in accordance with government guidance, result in significant loss of bus services and put the bus operators' business at serious risk of collapse. It is therefore **not recommended**.

Summary of financial implications

- 23. Total bus operator reimbursement in 2019/20 was **£8,127,562**.
- 24. The bus operator reimbursement 2020/21 budget is **£7,868,300**.
- 25. Reimbursement for 2020/21 at adjusted pre-Covid levels would be **£7,829,142**, producing a saving against budget of **£39,158**.
- 26. A yet to be determined saving is expected in 2021/22 dependent on the transition strategy developed with the bus operators through a Recovery Partnership based on the principles set out in section 20 above.

Summary of legal implications

- 27. The Transport Act 2000, as amended, provides a statutory basis for free off-peak travel for older and disabled people (resident in England outside London) on all local buses anywhere in England from 0930 until 2300 on weekdays and all day at weekends and on Bank Holidays.
- 28. Bus passengers are subsidised for concessionary travel via the bus operator and under normal circumstances there is no subsidy paid to the service providers. Any bus operator accepting an ENCTS pass for travel should be left 'no better off and no worse off' as a result. The operators are reimbursed by the TCA for revenue forgone and additional costs incurred such as extra resources to meet increased demand from passholders and administrative costs. There is no legal requirement to reimburse more than is sufficient to cover the revenue foregone and additional costs associated with the concessionary passengers carried.

Summary of human resources implications

29. The bus operators are major employers in the BCP area. Significant reductions in concessionary travel funding will result in service loss and possible business collapse.

Summary of environmental impact

30. In its recently published Decarbonising Transport Plan, the government set out its vision for a net zero transport system which will benefit us all. In the plan, public transport and active travel will be the natural first choice for our daily activities. We will use our cars less and be able to rely on a convenient, cost-effective and coherent public transport network. The bus is the most efficient user of road space and a vital part of an environmentally friendly local sustainable transport system. Actions taken by the council that negatively impact on bus service provision will make it more difficult to achieve this vision. It would also be contrary to the Council's own 2030 zero carbon priority set out in the Corporate Strategy.

Summary of public health implications

31. Urban traffic speeds are falling by on average 2% every year, causing NOx emissions to rise. Diesel cars are the single biggest contributor to NOx levels, responsible for 41% of all NOx emissions from road transport. Buses are amongst the cleanest vehicles on our roads with many now achieving Euro VI emissions standards.

Summary of equality implications

32. A full Equalities Impact Assessment has been undertaken (Appendix B).

Summary of risk assessment

33. None identified.

Background papers

1. [Department for Transport Supplementary Concessionary Travel Reimbursement Guidance \(20.11.2020\)](#)
2. [Decarbonising Transport Plan \(2020\)](#)

Appendices

A – Concessionary fares bus operator reimbursement calculation
B - Full Equalities Impact Assessment

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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BCP Equality Impact Assessment Template

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 Policy and Performance Team.

This EIA covers the equality implications of any changes to the local bus network resulting from the need to review financial re-imbursement for concessionary fares arising from the Covid-19 pandemic. The English National Concessionary Travel Scheme, (ENCTS) enables financial re-imbursement to bus operators for carrying eligible concessionary passengers through Travel Concession Authorities, in this case BCP Council. The extent of the predominantly commercially provided bus network in the BCP Council area is linked to the overall level of re-imbursement provided. If there was a significant reduction in the financial value of re-imbursement to the participating bus operators then there would likely be corresponding reductions in the overall level of bus services provided, in terms of routes and timetable frequency.

Any decline in bus services would affect the groups that the Equality Act is intended to protect based on the profile of bus passengers.

- **Age** - Travel by bus is higher at both ends of the age categories (those aged 16-24 and those aged 65 and over).
- **Disability** - People with a **disability** are significantly more likely to travel by bus regularly compared to those without a disability.
- **Race** – people from ‘Other white backgrounds’ are significantly more likely to travel regularly by bus compared to white British people.
- **Sexual Orientation** - travel by bus is significantly higher for ‘All other sexual orientations’ compared to heterosexuals.
- **Religion** ‘All other religions’ travel by bus to a greater extent than Christians and people with no religion.
- **Deprivation** - correlation between deprivation and frequent use of travel by bus with respondents living in the most deprived areas significantly more likely to frequently travel by bus compared to those in less deprived areas.

The recommended proposal is to continue with reimbursements for the remainder of the 2020-21 financial year based broadly on 2019/20 pre-pandemic levels. For the 2021-22 financial year, through a recovery partnership, funding arrangements need to include suitable concessionary fares re-imbursement to maintain the bus network. Approval of these measures will help secure the extent of our local bus network which will continue to provide the positive outcomes to the protected groups listed above.

If consideration is given to significantly reduced re-imbursement levels, through an approach where actual lower passenger numbers as a consequence of Covid-19 are used, then there is a likelihood of commercial bus routes being withdrawn, together with reduced timetables or buses not running during evenings and weekends. This will have a negative impact on the protected groups who use buses to a greater extent.

BCP Equality Impact Assessment Template

Part 1 - The Project

Policy/Service under development/review:	Concessionary Fares Bus Operator Re-imbursement.
Service Unit:	Growth and Infrastructure
Service Lead:	John Mcvey
Equality Impact Assessment Team:	Richard Barnes, Karen Fry
Date assessment started:	15/12/20

Part 1 - The Project

Date assessment completed:	
What are the aims/objectives of the policy/service?	To seek approval 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 and to support the Corporate Incident Management Team, (CIMT) recommendation regarding reimbursement levels for 2020/21. These changes are proposed following government guidance and are due to the impact on use of bus services of the Covid-19 pandemic, compared to the pre-Covid levels of use.

BCP Equality Impact Assessment Template

What outcomes will be achieved with the new or changed policy/service?	<p>For the current 2020/21 financial year HM Government advice stated that re-imbursement for concessionary fares journeys from Travel Concession Authorities (TCAs) should be based on adjusted pre-Covid levels. For the 2021/22 financial year, the bus industry recommends the formation of a recovery partnership with local government including suitable funding arrangements for concessionary fares re-imbursement.</p> <p>Through such measures the stability of the local bus network will be maintained; noting the impact of any reduction in bus services which would result in significant equalities and wider community implications. This EIA shows the likely impact of a reduction of bus services to many in our community. As generally the BCP area has a comprehensive bus network, existing equalities benefits will continue if appropriate concessionary fares re-imbursement is maintained.</p>
Are there any associated services, policies or procedures?	<p>Primary legislation covering BCP Council's obligations as a TCA and governance/obligations for the English National Concessionary Travel Scheme, (ENCTS).</p> <p>BCP Council "Connect" Concessionary Fares Scheme</p> <p>Legislation, guidance and advice issued by HM Government and agencies for travel during various stages of the pandemic, wider HM Government support for the bus industry and communications to TCAs for re-imbursement during the pandemic.</p> <p>Bournemouth, Poole and Dorset Local Transport Plan 3, 2011</p> <p>BCP Council Climate Emergency, declared July 2019 and Sustainable Travel Commitments in the Corporate Plan.</p> <p>Requirement for Transport Authorities to take account of the needs of elderly and disabled people in the transport network.</p> <p>Equality Act 2010.</p>
Please list the main people, or groups, that this policy/service is designed to benefit, and any other stakeholders involved:	<p>Bus operators with eligible services within the BCP Concessionary Travel Scheme – predominantly More Bus and Yellow Buses. (Bournemouth Transport)</p> <p>Concessionary pass holders who qualify due to age or disability, both local residents and other ENCTS passholders who use buses in the BCP Council area.</p>

BCP Equality Impact Assessment Template

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:	<p>Any changes to re-imbursement of concessionary fares will affect the overall bus network. This will affect the wider BCP transport system. If ENCTS passholders are no longer able to make bus journeys that they currently rely on, then their independence is lost with likely significant health and wellbeing impacts. Others may be called on, if available to provide their transport needs.</p> <p>Any loss of bus services is likely to affect travel to work, education, retail, healthcare and leisure, involving businesses, schools, higher education, shops, hospitals and the hospitality industry. For residents that have the alternative of private vehicles an increase in car use will have adverse environmental impacts and increase congestion. It needs to be recognised that many in the BCP Council area do not have access to cars – in several of our Council wards almost 50% of households do not have a car available.</p>

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:

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.

BCP Equality Impact Assessment Template

The potential for changes in Concessionary Fares re-imbursement arising from Covid-19 is of significant concern in general for the bus industry, as HM Government advice firstly to avoid public transport and then to travel only for essential journeys has resulted in much lower patronage compared to levels before the pandemic. This has resulted in significant financial challenges. Both Morebus and Yellow Buses have stated that if re-imbursement levels were significantly reduced then immediate or almost immediate reductions in each operators' networks would follow.

If there is insufficient consultation or engagement information please explain in the Action plan what further consultation will be undertaken, who with and how.

Please list or link to any relevant research, census and other evidence or information that is available and relevant to this EIA:

Bournemouth, Christchurch and Poole Travel Survey, October 2018 to January 2019, a comprehensive local travel survey with a sample size of 3,621. There is detailed analysis as part of the survey linked to equalities profiles. Relevant findings are –

60% of respondents have used a bus in the last 12 months.

Respondents at both ends of the age categories (those aged 16-24 and those aged 65 and over) are significantly more likely to travel by bus at least weekly compared to all other age groups.

Respondents with a disability are significantly more likely to travel by bus at least weekly compared to those without a disability whilst those from other white backgrounds are significantly more likely to travel by bus at least weekly compared to white British respondents. Travel by bus is significantly higher for 'All other sexual orientations' compared to heterosexual respondents. 'All other religions' travel by bus at least weekly to a greater extent than Christians and people with no religion.

Significance testing shows a correlation between deprivation and frequent use of travel by bus with respondents living in the most deprived areas significantly more likely to frequently travel by bus compared to those in less deprived areas (43% of those in the lowest decile compared to 16% of those in the highest decile).

National Audit Office 'Improving Local Bus Services Outside London' 2/10/2020. Stated that 'Bus use is particularly common for people aged 17-20 and over 70 and for women and girls, most ethnic minority groups and people on lower incomes'.

Part 2 – Supporting Evidence¹

BCP Equality Impact Assessment Template

Please list below any service user/employee monitoring data available and relevant to this policy/service/process and what it shows in relation to any Protected Characteristic:

The criteria for providing an ENCTS pass is based on pensionable age and disability only. Around 90% of passes are issued for age criteria but many of the elderly entitled will also have a disability.

If there is insufficient research and monitoring data, please explain in the Action plan what information will be gathered:

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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	With those aged 16-24 and over 65 more likely to travel by bus, compared to other age groups, providing levels of re-imbursement, securing consistency in the bus network, will keep this positive outcome for these groups.	With any reduction in re-imbursement leading to a loss of bus services, those aged 16-24 and over 65 will be impacted to a greater extent. Pensionable age is one of the criteria for entitlement to travel as part of the English National Concessionary Travel Scheme – ENCTS. If there is a loss of bus services, there would be a significant impact on older people to be able participate in society and on their wellbeing.

² Under this characteristic, The Equality Act only applies to those over 18.

BCP Equality Impact Assessment Template

2. Disability ³	People with a disability are more likely to regularly travel by bus compared to people that are not disabled. Providing levels of re-imbursement that secure consistency in the bus network, will keep this positive outcome for disabled people.	With any reductions in re-imbursement leading to a loss of bus services, disabled people will have a negative outcome with fewer bus services available. Disability is one of the criteria for entitlement to travel as part of the ENCTS. Disabled people could have fewer opportunities to travel and as a result lose some independence.
3. Sex	According to the BCP Travel Survey there is no significant difference locally between men and women in terms of regular bus use.	The National Audit Office states that bus use is higher for women, so if services are withdrawn due to reductions in re-imbursement, then women potentially would be affected more than men.

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	There are not any known positive outcomes specific to Gender reassignment.	There are not any known negative outcomes specific to Gender reassignment
5. Pregnancy and Maternity	There are not any known positive outcomes specific to pregnancy and maternity	There are not any known negative outcomes specific to Pregnancy and Maternity.

³ Consider any reasonable adjustments that may need to be made to ensure fair access.

⁴ Transgender refers people have a gender identity or gender expression that differs to the sex assigned at birth.

BCP Equality Impact Assessment Template

6. Marriage and Civil Partnership	There are not any known positive outcomes specific to Marriage and Civil Partnership	There are not any known negative outcomes specific to Marriage and Civil Partnership
7. Race	Locally people who identify as 'White other', likely to be residents from the EU, are more likely to use bus services regularly than 'White British' people. Providing levels of re-imbursement that secure consistency in the bus network, will keep this positive outcome in terms of race.	With any reductions in re-imbursement leading to a reduction in bus services people who identify as 'White other' will have a negative outcome with fewer bus services available.
8. Religion or Belief	'All other religions' travel more regularly by bus than Christians and people with no religion. Providing levels of re-imbursement that secure consistency in the bus network, will keep this positive outcome for people with a religion that is not Christian.	Any reductions in bus services resulting from changes in re-imbursement levels will disproportionately affect people whose religion is not Christian.
9. Sexual Orientation	'All other Sexual Orientations' travel by bus to a greater extent than heterosexual people. Providing levels of re-imbursement that secure consistency in the bus network will keep this positive outcome for people that do not identify as heterosexual.	Any reduction in bus services would have a negative outcome for people that do not identify as heterosexual as they use buses more than heterosexual people.
10. Armed Forces Community	Members of the armed forces community are entitled to an ENCTS pass on disability grounds subject to certain conditions. Consistency in the bus network will continue to benefit those in this community eligible.	Any reduction in bus services would have a negative outcome for people in the armed forces community who qualify for a pass.

BCP Equality Impact Assessment Template

Part 3 – Assessing the Impact by Equality Characteristic

Use the evidence to determine 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	People living in the most deprived areas of our Council area rely on and use buses significantly more than residents in affluent areas. Providing levels of re-imbursement that maintain the existing bus network will keep this positive outcome for residents who experience deprivation.	Any reduction in bus services would result in a negative outcome for many of our residents in more deprived areas who are less likely to have their own transport and use buses more than people in affluent locations.
12. Human Rights	There are not any known positive outcomes specific to Human Rights	There are not any known negative outcomes specific to Human Rights.

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
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⁵ People on low incomes or no income, unemployed, carers, part-time, seasonal workers and shift workers

BCP Equality Impact Assessment Template

Subsequent level of bus services provided by the bus operators compared to existing.	Monitor through published timetables and feedback from bus passengers. Liaise with bus companies the interdependencies with concessionary fares re-imburement	April 2021, when new financial year ENCTS scheme introduced.	John McVey

Key contacts for further advice and guidance:

Equality & Diversity:

[Sam Johnson - Policy and Performance Manager](#)

Consultation & Research:

[Lisa Stuchberry – Insight Manager](#)