

Notice of Overview and Scrutiny Board

Date: Thursday, 1 April 2021 at 2.00 pm

Venue: Virtual Meeting – Via MS Teams



Membership:

Chairman:

Cllr S Bartlett

Vice Chairman:

Cllr T O'Neill

Cllr L Allison
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 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=4314>

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

24 March 2021



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

To confirm and sign as a correct record the minutes of the meetings held on 1 March 2021.

7 - 22

4a. Action Sheet

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

23 - 24

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. Scrutiny of Planning Related Cabinet Reports

To consider the following Planning related reports scheduled for Cabinet

25 - 32

consideration on 14 April 2021:

- Future of Planning in Bournemouth, Christchurch and Poole

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 Philip Broadhead, Portfolio Holder for Regeneration, Economy and Strategic Planning.

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

7. Scrutiny of Community Safety Related Cabinet Reports

33 - 44

To consider the following Community Safety related reports scheduled for Cabinet consideration on 14 April 2021:

- Harmonisation of Regulatory Services and Licensing Enforcement Policy

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 May Haines, Portfolio Holder for Community Safety.

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

8. Scrutiny of Tourism, Leisure and Culture Related Cabinet Reports

45 - 140

To consider the following Tourism, Leisure and Culture related reports scheduled for Cabinet consideration on 14 April:

- Our Museum: Poole Museum Redevelopment (pages 45 – 82)
- Management & Development of Leisure Centres (pages 83 – 140)

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.

Please note: A number of appendices for the Management and Development of Leisure Centres item contain exempt information under paragraph 3, Information relating to the financial or business affairs of any

particular person (including the authority holding that information, of schedule 12A of the Local Government Act 1972. If the Board wishes to discuss information contained within the appendices the Board may need to resolve to Exclude the Press and Public from the meeting during this consideration.

9. Update from the Local Plan Working Group

To consider an update from the Chairman of the O&S Board from the Local Plan Working Group which provides information to the Board on the work of the Group, including any recommendations and action points which the Working Group have proposed.

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 01 March 2021 at 2.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr T O'Neill – Vice-Chairman

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

Also in
attendance: Councillor M Greene, Portfolio Holder for Transport and Sustainability
Councillor P Broadhead, Portfolio Holder for Regeneration, Economy
and Strategic Planning
Councillor J Kelly, Lead Member for Engagement
Councillor L-J Evans (for clause 157)
Councillor Dr F Rice (for clause 157)
Councillor M Brooke (for clause 158)

152. Apologies

Apologies were received from Cllr M Cox and Cllr B Dion.

153. Substitute Members

Cllr T Trent substituted for Cllr M Cox, and Cllr A Filer substituted for Cllr B Dion, for this meeting of the Board.

154. Declarations of Interests

In relation to the agenda item on Community Infrastructure Levy Neighbourhood Portion, Cllr V Slade declared for transparency that she was a Trustee of Broadstone Neighbourhood Forum.

In relation to the agenda item on Community Infrastructure Levy Neighbourhood Portion, Cllr M Brooke (non-Committee Member) declared for transparency that he was Vice Chair and a Trustee of Broadstone Neighbourhood Forum.

In relation to the agenda item on Call in of decision of Whitecliff Road ETRO, Cllr T Trent declared that he was one of the councillors who had signed the call in.

155. Confirmation of Minutes

The Chairman reported on one outstanding item on the action sheet, around data relating to mandatory training for members of staff. At the request of Board Member he had followed this up with the Director of Organisational Development. It was noted that improvements in this area in the near future had been assured. The item was therefore now marked on the action sheet as completed.

RESOLVED that the minutes of the meetings held on 1 February 2021 be confirmed and signed as a correct record.

156. Public Speaking

The Board was advised that the following public statements had been received in relation to the Call in of the Decision on Whitecliff Road ETRO:

- Lucie Allen
- Iain Murray
- Mark Sanders
- Andrew Wickham, Managing Director, Go South Coast

These statements had been published on the Council's website and a link sent to Board Members, who confirmed that the statements had been received and read.

157. Call-in of Decision - Whitecliff Road ETRO

The Chairman outlined the remit of the Board and explained the procedure to be followed in determining the Call-in of the Portfolio Holder's decision to revoke the Experimental Traffic Regulation Order (ETRO) for Whitecliff Road. He referred to the national context, where some ETROs had proved controversial, as in this case. He asked members to respect each other's views and the role of the Chair in considering the Call-in.

The Monitoring Officer presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book. She outlined the purpose of the Call-in provisions in respect of executive functions. She explained the role of Monitoring Officer in determining the validity of the Call-in, by assessing whether the reasons given for the Call-in met the criteria in Procedure Rule 10 (Call-in). In this case it was considered that there were reasonable grounds to suggest that a debate could be had around the criteria that 'the decision was not made in accordance with the principles of decision making set out in Article 12 of the Constitution'.

The principles of decision making in Article 12 were set out in the report. The Board was required to test the reasons given for the Call in against these principles. The reasons provided for the Call-in had been grouped against individual principles in the report for ease of reference. The Monitoring Officer provided further clarity on the Leader's scheme of delegation in respect of Portfolio Holder decisions, and the procedures in

place to publish the decision and make representations before the final decision was enacted.

In response to a question the Monitoring Officer explained that it was not a requirement to list the Call-in signatories in the report but there was no reason why this could not be included in future reports.

The Chairman invited the lead Call-in member, Cllr A Hadley, to present the reasons for the Call-in, as set out in paragraphs 9 to 43 of the report. Cllr Hadley highlighted some key points, as follows:

- The decision was contrary to the Nolan and Gunning principles.
- The consultation had been foreshortened without explanation.
- In response to the claim of skewed responses it was pointed out that there had also been a pro opening campaign.
- The outcome was prejudiced as the Council had reported on Facebook in October 2020 that road would reopen.
- The assertion that older and less mobile people cannot drive through the park was incorrect, as shown in the count of motorised access in and out of the park in February 2021.
- Both Parkstone and Poole Town wards were affected as the road was two way with the ward boundary along the middle.
- No independent evidence of conflict between cyclists and pedestrians.
- The claim that the ETRO had failed to promote permanent modal shift. A volunteer count in February 2021 between the hours of 3.30pm and 6.00pm showed a significant increase in cycling and pedestrian use.
- The data around increased traffic on Parkstone Road was incorrect and did not take into account relevant factors. Parkstone Road had capacity and other measures should be considered first.
- The decision had a negative impact on protected groups, young people, and people not online had been disenfranchised.
- Less weight had been given to the views of Poole Town councillors.
- Data from a 2016 study had been provided too late in the process.
- The consultation had not been properly carried out or considered.
- Meetings of the Transport Advisory Group should be reinstated.
- The Portfolio Holder had criticised, undermined and disregarded advice from professional officers.
- The decision was contrary to national and local policy and guidance on encouraging walking and cycling, and on the value of leisure space, including the Portfolio Holder's statements on Active Travel
- The decision was at odds with the Council's corporate objectives and the Transforming Travel initiative and was therefore not proportionate, particularly during the pandemic.
- The balance of public views was increasingly supportive of retaining the ETRO. This was in line with Government expectations of how these schemes would be received.

- Those in favour of retaining the ETRO, included NHS staff, people with disabilities, parents with small children, and drivers who recognised the benefits of the scheme.
- The Portfolio Holder should be looking to add facilities, not take them away, and should base his decision on the evidence.

The Chairman invited the Portfolio Holder for Transport and Sustainability, Cllr M Greene, to respond to the reasons presented for the call in.

- The Portfolio Holder had fulfilled his responsibilities in considering - and demonstrating that he had considered - every consultation response. The points about skewed responses and the campaigns for closing/opening the road were not relevant in this context.
- The consultation could not be called into question and then used to support a particular case.
- He had not stated that there had been no crashes since 2013, he had been clear that there had been no car to bicycle/pedestrian collisions.
- He had not stated that a much smaller cohort of older and less mobile people were unable to use the park, he had indicated that this group 'used to enjoy a drive through the park'.
- The consultation was closed because a significant number of responses had already been received and nothing new had come out of the responses during this time to further inform the decision.
- The method used to assess the economic impact of additional congestion had been provided by officers and was consistent with that used for Transforming Travel initiatives.
- The location of the ETRO was originally believed to be in the Parkstone ward. At that stage the preferred option was to reopen the road in line with the Parkstone ward councillors' views, hence the announcement in October 2020. This was consistent with decisions he had taken on other ETROs in response to feedback from ward councillors and reflected his intention as Portfolio Holder to take more account of ward councillors' views.
- Once it was known that part of Poole Town ward was also affected by the ETRO, the Portfolio Holder decided to consider further consultation responses. He was clear that he had treated all responses equally.
- The traffic evaporation model was not an approach supported by the current administration.
- The circumstances in which the counts were undertaken in August 2020 and February 2021 were not comparable. However he did not find the increase in use by cyclists and pedestrians surprising, as the ETRO provided an alternative route with an improved experience.
- He had met the requirements of the Constitution in considering – and showing that he had considered – all aspects of the Equality Impact Assessment (EQIA). In this case he did not consider the EQIA to be negative, but this was incidental to the fulfilment of his obligations.

- He had taken professional advice from officers, he had listened to this advice and for the most part been in agreement, but he was not under any obligation to follow it.
- He had been consistent in his approach to having due regard to national, strategic, local policy and guidance. The Secretary of State had indicated in October 2020 that some ETROs could be amended or withdrawn. The decision to revoke the Whitecliff Road ETRO was confirmed with the Department of Transport's regional contact.
- In his view the Portfolio Holder considered that he had complied with the decision-making principles in Article 12.

The Portfolio Holder responded to a series of questions and statements from Board members and other members of the Council:

- How many Poole Town and Parkstone ward residents used the Keyhole Bridge?

The Portfolio Holder had treated the scheme as if it were in both wards, had treated consultation responses and ward councillors' views equally, and therefore he did not consider the number of users to be relevant.

- Was there a publicly available record of ward councillors' views?

The Portfolio Holder deferred to the Chairman's suggestion that this was a wider issue which could be directed to the audit and governance committee.

- The Portfolio Holder had published the reasons for his decision in his January report, and while not questioning his legal right to make a decision, these reasons were subject to scrutiny, particularly in questioning if he had complied with the Nolan and Gunning principles.

The Portfolio Holder had provided detailed reasons in his January report in the interests of openness, transparency and good governance.

At the Chairman's request the Monitoring Officer provided advice on the three tests in considering the lawfulness of the decision making process: that it should relate to an executive function, that the Portfolio Holder had delegated authority to make the decision, and that the decision was reasonable in the 'Wednesbury' sense.

- The consultation had been foreshortened at a time when there was growing support to keep the road closed to traffic.

As explained, the consultation was ended prior to the original deadline because no new information had been forthcoming.

- There was no evidence that people with a disability wanted to drive through the park because of their disability. There was evidence

from people with a disability that they could only use the road when closed.

The Portfolio Holder referred to the EQIA and the need to read it in its entirety.

- There was no evidence provided on air quality on Parkstone Road

While there was no specific evidence in this case the detrimental impact of congestion on air quality was clear.

- The advice of professional officers had been undermined, and information appeared to fit a required outcome.

Disagreeing with an officer's recommendation did not constitute a criticism of the advice provided. The Portfolio Holder stated that he personally supported the road staying closed to traffic, but his decision had to be made on the evidence not the outcome, using a method consistent with other decisions.

- What was the number of recorded accidents?

There had been one recorded car on car accident between 2013 and the present. There were reports of near misses. The Portfolio Holder found the anecdotal evidence of cycling/pedestrian incidents credible, but not relevant to his decision as these could be easily mitigated.

- Was there an assessment of the economic impact of opening and closing, and had the 2016 study been taken into account?

The Highways Officer explained that the ETRO had been based on a general assessment of the network at that time with little consideration of the economic impact for a number of reasons, including the speed at which the ETROs had to be introduced in accordance with Government timescales. The Portfolio Holder acknowledged the reasons why a detailed assessment had not been possible. He reported on data prior to the last lockdown in December 2020 which showed that traffic had returned to pre Covid-19 levels.

- Had it been taken into account that one third of people were not able to access the consultation online?

The consultation had been undertaken in the same way as all consultations. That said, there had been some written and telephone feedback received.

- Was the decision predetermined from the outset, as it appeared?

No, as previously explained, the scheme was originally believed to only affect Parkstone ward and the Parkstone ward councillors were in favour of

lifting the ETRO. Once it was confirmed that Poole Town ward was also affected further consideration was undertaken.

- If everything was equal why had the views of the three ward councillors in Poole Town not outweighed the two ward councillors in Parkstone?

The size of a particular ward and the number of councillors it was allotted was not relevant in this respect.

- If air quality from traffic was a problem, motorists in Parkstone Road would be protected, whereas people outside in the park would not.

There was national evidence linking congestion with air quality. This not only affected the immediate site of congestion but also impacted on further away.

- Were factors such as the costs of motoring, accidents, enforcement, congestion, pollution and public health routinely considered in an economic appraisal?

The Highways Officer confirmed that these were all issues considered in a full business case, but difficult to calculate in the current situation. The Portfolio Holder explained that in his view the impact on air quality of increased traffic on Parkstone Road and beyond outweighed the improvement in the park.

- When did the Portfolio Holder consult with ward councillors, in light of the timing of the Facebook announcement in October?

The Portfolio Holder reiterated his previous response and confirmed he had not predetermined the decision.

- How relevant was the evidence in the 2016 study in 2021, in light of promoting active travel and safer routes, and climate emergency?

The 2016 study was the best evidence available at the current time. The positive impact of transforming travel initiatives and future systemic change would enable further consideration of traffic regulation measures.

- Was the EQIA robust enough, had it properly assessed the impact on young people (especially the under 10s)?

The Portfolio Holder's duty was to consider the EQIA. He had considered every single consultation response, including those relating to young families.

A member not on the Board offered a formal apology to the Portfolio Holder for asking a question which questioned his integrity. The Portfolio Holder thanked the member and accepted the apology.

The Chairman commented on the balance between views on the merits of the road closure and the process followed by the Portfolio Holder in considering those views and making his decision.

The following motion was proposed and seconded, but was not carried:

“To recommend a referral back to Cabinet for them to consider an extension as allowed under the legislation to 18 months, during which time the following items are considered - air pollution, congestion and journey times, consultation with schools, disability groups and community groups - and these are brought back to Cabinet for a final decision at the end of this period.”

Voting: For – 7, Against – 8, Abstain – 0

Note: Cllr C Rigby and Cllr V Slade asked to be recorded as voting for the motion.

The Monitoring Officer advised the Board that the decision of the Portfolio Holder could now be implemented with immediate effect.

A Board member raised a procedural issue in relation to debate and alternative recommendations. The Chairman reported that no member had requested to speak on the motion when invited or offered an alternative motion. The Monitoring Officer reported that a motion had been put forward with no alternatives presented at that time. The motion had been voted on and not carried, and the matter was therefore concluded.

158. Scrutiny of Community Infrastructure Levy Neighbourhood Portion Cabinet Report

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

The report outlined the proposed governance arrangements for both strategic and neighbourhood Community Infrastructure Levy (CIL) monies. These arrangements aimed to provide a unified approach to the allocation of BCP CIL receipts. The Portfolio Holder explained that following a review, which had included feedback from an all Member seminar in December 2020, it was proposed to revise the current arrangements for the allocation of the CIL neighbourhood portion to operate two schemes. He explained that the main purpose of the neighbourhood portion was to mitigate the impact of development particularly in respect of infrastructure. The proposed arrangements put in place a ward-based scheme and a scheme to enable those communities less directly impacted to access funding. Details of both schemes, including further information on the bidding and allocation procedures, were set out in the report.

The Portfolio Holder thanked the Lead Member for Engagement for her work in developing the proposals. The Lead Member referred to areas where there was a Neighbourhood Plan in place, these areas were entitled to a 25% ringfenced neighbourhood portion. She also highlighted that different wards were able to work together to submit joint bids.

A Board Member asked if there was any scope to increase the frequency of the bidding process from twice yearly, to help ward councillors who wanted to submit small bids for minor works. The Portfolio Holder explained that there was a delicate balance to be struck, but acknowledged that twice yearly bidding may be limiting. The Lead Member agreed that it may be possible to include an extra round for smaller bids.

A Board Member felt there was a lack of detail on the governance arrangements for the Strategic CIL. The Portfolio Holder explained that this report covered the neighbourhood portion and that details on the strategic portion would be brought forward later. The Head of Planning reported that the terms of reference were still in draft form and could be finalised by the CIL Allocations Panel.

A Board Member asked about the 5% administration costs. It was explained that CIL Regulations enabled 5% of all receipts to be spent on the administration aspects of collecting and spending CIL. This was accepted practice and was intended to fund the whole process, including three CIL officers for BCP Council. Any funds not spent went back into the CIL pot.

A Member not on the Board welcomed the provisions in Scheme 2 as a way of overcoming inequalities in those wards with little or no development. He asked if Paragraph 11 of the report could be amended to include reference to the Council working **with ward councillors in association** with Neighbourhood Forums, etc, as he was aware that arrangements varied for Neighbourhood Forums in the BCP Council area. The Portfolio Holder assured members that there was a presumption to involve ward councillors at all stages and he was happy to give this commitment regarding Paragraph 11.

A Board member had concerns around the fairness of the proposals. She asked how the impact of development in neighbouring wards was accommodated in the arrangements. She asked how the strategic portion would benefit these wards, and whether for bigger bids there would be cross-party involvement. The Portfolio Holder explained that the current proposals for the neighbourhood portion did take into account that some wards did not generate their own CIL. He reminded members that the remaining Strategic CIL (85%, or 75% in areas with Neighbourhood Plan) was spent on strategic infrastructure projects required to support the whole area, including those wards with little or no development. The Portfolio Holder considered it a matter of principle that wards with high levels of development were able to access funds to mitigate the direct impact of development in the immediate area. He assured members that the CIL Allocations Panel would assess each bid on its merits.

The Board agreed a unanimous recommendation that monies be allocated on a quarterly basis (not twice yearly) and any balances moved forward into the next quarter if not spent.

The Board discussed the recommendations in the report, with particular reference to the governance arrangements around Scheme 2 and the CIL Allocations Panel. Some members were concerned at a lack of detail covering these issues in the report. A cross party allocations panel for strategic CIL was suggested, as a way of ensuring decisions in relation to Scheme 2 were more member-based.

The Portfolio Holder and the Head of Planning explained that more work was required on how Strategic CIL was administered, to ensure that arrangements complied with financial regulations, and legal/governance requirements. A report on these issues could be brought before the Board at a later date. The report being considered at this meeting was about the neighbourhood portion.

The Chairman drew attention to the executive summary of the report which stated that the report covered proposed governance for both strategic and neighbourhood portion CIL monies.

RESOLVED that the report be referred back for further clarification on the governance for Scheme Two including the total amount of funding available and the panel to establish the schemes it will cover.

Voting: For – 8, Against – 6, Abstain – 0

The Chairman deferred the remaining two items on the agenda for consideration at the Board's evening session at 6.00pm on Monday 1 March 2021.

The meeting ended at 5.25 pm

CHAIRMAN

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 01 March 2021 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr T O'Neill – Vice-Chairman

Present: Cllr L Allison, Cllr D Borthwick, 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 V Slade and Cllr T Johnson (In place
of Cllr M Cox)

Also in
attendance: Councillor Bobbie Dove
Councillor Beverley Dunlop
Councillor George Farquhar
Councillor Andy Hadley
Councillor Philip Broadhead
Councillor Nigel Brooks
Councillor Mohan Iyengar

159. Apologies

Apologies were received from Cllr M Cox.

160. Substitute Members

Cllr T Johnson substituted for Cllr M Cox.

161. Declarations of Interests

Cllr J Edwards declared for the purpose of transparency in relation to agenda item 5: Cabinet Member Report – Tourism, Leisure and Culture that she worked in the tourism industry.

Cllr T Johnson declared for the purpose of transparency, in relation to agenda item 5: Cabinet Member Report – Tourism, Leisure and Culture, that he worked for the local FA and was Chair of Sport Poole.

Cllr V Slade declared for the purpose of transparency, in relation to agenda item 5: Cabinet Member Report – Tourism, Leisure and Culture, that she was on the committee for Sport Poole.

162. Public Speaking

There were no public questions, statements or petitions.

163. Cabinet Member Report - Tourism, Leisure and Culture

The Portfolio Holder for Tourism, Leisure and Culture presented a report, a copy of which was circulated to Board members and which appears as Appendix 'A' to these minutes in the Minute Book. The Chairman advised the Board that the purpose of the item was to help generate ideas for the future and consider those issues which the Overview and Scrutiny Board would want to get involved in or consider further.

The Portfolio Holder for Tourism, Leisure and Culture outlined the key points from the Portfolio, the future projects which were coming forward and areas where the Overview and Scrutiny Board may become involved and add value. The Portfolio Holder gave a presentation to the Board a copy of which appears as Appendix 'B' to these minutes in the minute book and also provided a response to the questions which had been submitted by other Councillors in advance of the meeting. A copy of the questions and responses formed part of the presentation. A number of issues were raised in the subsequent discussion including:

- Clarification was sought on the income received from seafront tenants
- The delivery of the cultural compact, how this would be organised, whether it would be outsourced to either private organisations or community groups and the budget available for delivery.
- Promotion of exercise within the BCP area including advertising and marketing, links to public health and to those not normally engaged with it.
- Providing small leisure providers with opportunities for funding the establishment of small projects and grassroots delivery
- Local residents' concerns regarding Mudeford Beach Development and the need to be careful in terms of how the resort is marketed in the future.
- Support for grassroots sports and the Council as landlord to many organisations, offering any incentives to clubs restarting and the impact Covid has had.
- Clarification was also sought on the resort management plan for future tourism and readiness for visitors post lockdown. There was concern that the plans were not being taken through Cabinet. There would be an all Member briefing and proper governance would be ensured. Issues were raised concerning deploying resources, trigger points and communications.
- Transfer of sites to communities and the Portfolio Holder's position on a community asset transfer protocol.
- Air festival issues - including timing, greater involvement by different partners, carbon offsetting, making it a greener festival and increasing involvement over a larger area to help reducing crowding in light of the pandemic including the airport.
- Queen's Park Golf Course – The Portfolio Holder advised that he was aware of the issue raised and it needed resolution
- Bath Road North Car Park redevelopment as a leisure/cultural space. The Portfolio Holder undertook to look into this issue.

A non-Board member commented on the availability of toilets on the seafront and in open spaces. It was noted that for people to be use these facilities for recreation and exercise toilet provision was necessary. The Portfolio Holder advised that other than on the seafront toilet provision was the responsibility of the Environment, Cleansing and Waste Cabinet Portfolio. It was noted that a lack of facilities should not be a hindrance to those wanting to partake in exercise. However, toilet provision was not cheap. A non-Board member asked about the reducing single use plastics in seafront catering outlets. The Portfolio Holder commented that he took the environmental responsibility seriously but that it was a difficult time due to Covid regulations to be able to introduce something like this. A non-Board member asked about the restoration of sports facilities in Baiter Park and about ways of developing the air festival.

The Portfolio Holder went on to outline the responses to questions which were submitted prior to the meeting and which were included as part of the presentation.

The Chairman thanked the Portfolio Holder for his report and commented that there was a lot for the Board to consider in this area.

164. Scrutiny of The Future of Regeneration in Bournemouth, Christchurch and Poole Cabinet Report

The Chairman invited the Portfolio Holder for Regeneration, Economy and Strategic Planning to present the report, a copy of which had been circulated to each member and which appears as Appendix 'C' to these minutes in the Minute Book. The Portfolio Holder outlined the key issues within the report. The issues raised in the subsequent discussion included:

- Development of most of the car parks within Bournemouth was already allocated to the Bournemouth Development Company and how this would be approached if they were not the preferred route to move forward.
- How would members outside of the Administration be involved going forward as member panels which the previous administration established were not continuing. If the delivery model goes forward there would be member engagement.
- The Master Plan commissioning for Poole was almost ready to go. The Portfolio Holder commented that they would be considering options. A Councillor commented that the previous scheme was not viable. A senior person whether internally or externally was needed to come in to move this forward.
- The Council was now the owner of the power station site in Poole. There were a number of adjacent sites to fit in with the broader plan.
- Changes in the Senior Leadership Team and the officer who would have overall responsibility for this moving forwards. The profits from a new urban regeneration company. It would be solely owned by the Council. This could be a difficult situation

- Whether proposals would be coming back to Cabinet or whether the Portfolio Holder would be bringing various projects back independently. Anything transferring any major sites would form the basis for a key decision. It was a massive decision to be taking for the Leader, Chief Executive and the Deputy Leader. The Chief Executive confirmed that the transfer of any Council owned sites would require Council approval.
- The number of homes which would be created through the Boscombe Sovereign Centre redevelopment, which needed to create the right homes for local requirements.
- Whether the master planning done around Holes Bay be used moving forward.
- That there was criticism from members of the current administration about content of BDC business plan. Whether the BDC could be expanded to sites outside of Bournemouth.
- What could be delivered from Council sites, Poole civic centre, Turlin Moore. There was a commitment to proper consultation on these sites.
- There were 20 percent of garages empty. These were within the HRA but part of regeneration.
- Previous work which was undertaken on the sale and development of the Christchurch Civic Office site. An extremely interesting piece of work undertaken previously on selling the Christchurch site.
- All local Councillors not just ward members should be consulted on local sites. Bournemouth International Centre site and future development requirements of the site.

The Chairman thanked the Portfolio Holder for the interesting presentation on the potential changes and challenges ahead.

165. Local Plan Working Group - Update

The Chairman gave a verbal update to the Board from the last meeting of the Local Plan Working Group which was held on 17 February 2021. The Working Group had elected Cllr Mike Brooke as Chair and Cllr Keiron Wilson Vice Chair. The Working Group were beginning the process by looking at the Urban Potential Study.

The Chairman reported that potential sites for development had been identified in a number of different ways, eventually the public consultation would identify which sites were up for debate on development within each ward. It was noted that the housing development targets were set by government. However, there were insufficient identified development sites to meet the target, with an approximate 9000 unit shortfall. The Working Group were considering how to meet targets, whether building higher in certain areas could be an option. An analysis of sites was underway utilising current planning regulation.

The Chairman advised that at this stage the group was in the process of reviewing pieces of work coming through at the moment.

The Chairman encouraged members, if they had any particular issues to share their views with the planning team. The Working Group was due to meet again on 17 March 2021

166. Forward Plan

The Chairman advised the Board that there were a significant number of key Cabinet reports coming forward in April and therefore in consultation with the Vice-Chairman the Chairman was proposing the use of both the scheduled meeting in April for consideration of a number of Cabinet reports as follows:

- Homelessness Strategy
- Housing Strategy
- Corporate Asset Management Strategy
- Management & Development of Leisure Centres
- Highway Asset Management Policy and Strategy
- Regulatory Services and Licensing Enforcement Policy
- Sale of Christchurch By-Pass Car Park
- The Council fleet Replacement Program and Sustainable Fleet Management Strategy

A Councillor commented that the Board needed to be looking ahead on future development and be less responsive to Cabinet determined issues. The Chairman commented that he wanted the Board to develop and suggested that it could look at more community driven issues in the future and asked the Board members to consider if there was any particular items they would want to see coming forward. A Board member suggested that they would like the Council to develop a plan for how Poole Quay could be improved and brought up to the level of quality for a tourism asset. The Chairman suggested that this could be considered further at the next meeting.

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

The dates of meetings for the remainder of 2020/21 and 21/22 were noted.

The meeting ended at 8.46 pm

CHAIRMAN

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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: 1 February – 6.00pm				
147	Cabinet Member Report - Environment, Cleansing and Waste	In response to a question regarding the large areas of the seafront set aside for storage and what was being done with these as they seemed to increase in size. The Portfolio Holder advised that he was meeting with the Director of Destination and Culture and would raise this issue and provide a response.	To ensure that all relevant information is provided to O&S Board Members as appropriate.	TBC
		A Councillor asked if work could be undertaken to make the storage compounds look more attractive. The Portfolio Holder agreed to also feedback on this.	To ensure that all relevant information is provided to O&S Board Members as appropriate.	TBC
148	Scrutiny of High Streets Strategy Cabinet Report	<p>The Overview and Scrutiny Board recommend to Cabinet that the recommendation in the report be amended as follows:</p> <p>Cabinet delegates authority to the Director of Development, in consultation with the Portfolio Holder for Economy and Strategic Planning, to work with partners and <u>ward Councillors</u>, to swiftly develop a strategy and action plan, enabling the delivery interventions that will support our high streets.</p> <p>Actioned: Reported to the Cabinet meeting held on 10 February 2021</p>	To enable O&S views to be taken into account by Cabinet when making decisions.	See Cabinet minutes of 10 February for response to the recommendation

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome
Actions Arising from Board Meeting: 1 March 2021 – 2.00pm				
158	Scrutiny of Community Infrastructure Levy Neighbourhood Portion Cabinet Report	That the report be referred back for further clarification on the governance for Scheme Two, including the total amount of funding available and the panel to establish the schemes it will cover.	To enable O&S views to be taken into account by Cabinet when making decisions.	
		Note: The Board also RECOMMENDED that monies be allocated on a quarterly basis (not twice yearly) and that any balances move forward into the next quarter if not spent.	To enable O&S views to be taken into account by Cabinet when making decisions.	The Portfolio Holder accepted this recommendation and gave a commitment to include ward councillors at all stages of the process in particular with respect to Neighbourhood Forums as outline in paragraph 11 of the report.
Actions Arising from Board Meeting: 1 March 2021 – 6.00pm				
163	Cabinet Member Report – Tourism, Leisure and Culture	A query was raised regarding the redevelopment of the Bath Road Car Park. The Portfolio Holder undertook to look into this.	To ensure that all relevant information is provided to O&S Board Members as appropriate.	TBC
166	Forward Plan	A Board member suggested that they would like the Council to develop a plan for how Poole Quay could be improved and brought up to the level of quality for a tourism asset. The Chairman suggested that this could be considered further at the next meeting.		TBC

CABINET



Report subject	The Future of Planning in Bournemouth, Christchurch and Poole
Meeting date	14 April 2021
Status	Public Report
Executive summary	This report provides an update on current planning application performance and ongoing initiatives underway to re-shape the BCP planning service in order to support delivery of the Big Plan and other corporate priorities.
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet note and endorse the measures underway to improve and transform the planning service as part of a programme approach governed by the Planning Improvement Board; and</p> <p>(b) Cabinet agree the spend profile for the £250,000 2021/21 budget allocation to provide interim support to deal with current demand in the system.</p>
Reason for recommendations	To support the ongoing demands on the BCP Planning service.
Portfolio Holder(s):	Councillor Philip Broadhead, Regeneration, Economy and Strategic Planning
Corporate Director	Kate Ryan, Corporate Director – Environment and Community
Report Authors	Nicholas Perrins, Head of Planning including Building Control
Wards	Council-wide
Classification	For Decision

Background

1. BCP Council has significant development and growth needs to meet, which will require delivery through its own initiatives as well as facilitating private sector investment. The Council's ambition is set out in the 'Big Plan', which sets out the five big projects that will be delivered to deliver the vision and ambition for the area.
2. In view of the ambition and scale of sustainable growth needed, it is essential for the Council to have an efficient and proactive planning service that achieves the right balance between supporting growth with timely and decisive decision making as well as safeguarding environmental and community interests through placemaking and enforcement services.
3. At present, the service remains in transition post-local government reorganisation and still operates as three legacy departments. The effect of this is that there are several barriers and issues to achieving optimum performance and operation for the delivery of the planning service. These are:
 - Three different planning systems. This impacts on efficiency and resilience preventing staff from being flexible to address demands across the area;
 - Carrying of vacant posts in all areas across the service and delay in recruitment adds pressure to remaining staff to service the on-hand and increasing demand;
 - Volumes of works and enquiries are high and increasing. Combined with vacancies, this affects the ability to maintain standards of performance in line with expectations and leading to some delays and resultant complaints. The complaints then creates more work to deal with at the same time as needing to process an increasing workload;
 - Team set up and structures still largely based on the legacy teams. This prevents the fostering of a 'single local planning authority' ethos and use of resources, as well as there often being different ways of doing similar processes;
 - The combination of workload pressures, process and vacancies across the service (and external partners) is impacting on the ability for making timely decisions with determinations moving to the end of the statutory timeframes or beyond. This creates both financial and reputational risks with the prospect of having to refund some planning fees, as well as standards not being met;
 - Applications can sometimes be incomplete or include substandard information that adds time to officer workloads to resolve further hindering the ability to make timely decisions;
 - Significant major applications are complex and due to staff shortages can be subject to delay due to the volume of other work that comes in also needing to be serviced;
 - Related resource pressures with other departments and agencies that result in slowing down of application process with hand offs;

- There is a reliance on use of extensions of time as a pragmatic way to maintain performance standards whilst the service deals with the various barriers. Whilst a nationally accepted approach, it masks true performance;
 - The added complications arising from dealing with the operational effects of the pandemic such as working from home, home school, reduced back office functions in the office;
 - The highly experienced and dedicated staff see their morale adversely affected by the above pressures with many working additional hours to help maintain service.
4. It is acknowledged that the impact from the various barriers to optimum service delivery have resulted in a situation where service performance standards are not at the level where all stakeholders would want it to be. This report acknowledges this position but also sets out ongoing activities underway to address the issues and move forward to creating a modern, accessible, and progressive planning service set up to deliver the Council and wider area's ambitions.

Update on Planning Application Performance

5. The issues and barriers identified are relevant when looking at planning application performance. The statutory timeframes are 13 weeks for 'major' applications (or 16 weeks where an Environmental Impact Assessment is needed) and 8 weeks for 'minor' and 'other' applications.
6. The Government places strong emphasis on making planning decisions in a timely manner to support the economy and provide certainty within the process to interested parties. Accordingly, the Government has introduced thresholds for monitoring performance that need to be met otherwise an authority can be designated to allow applicants to submit direct to the Planning Inspectorate for decision rather than the council. The Government thresholds are as follows:
- Major applications – designation can be applied where less than 60% of decisions are within the statutory or agreed timeframe over a two-year period; or
 - Non-Major applications (this comprises 'minor' and 'other' applications) – designation can be applied where less than 70% of decisions are within the statutory or agreed timeframe over a two-year period;
7. The BCP performance data for 2020/21 by quarter is as follows:

	Q1	Q2	Q3	Q4	BCP year to date
Major	86%	72%	63%	89%	77%
Minor	73%	67%	75%	79%	74%
Others	80%	60%	71%	79%	71%

8. It is evident that performance in non-major applications fell below the Government threshold for the quarter 2 period June to September 2020. The reasons for this relate to a combination of responding to the impacts of the global pandemic (such as home-schooling for many), resources issues and unexpected increase in volume of

work. There was also the issue of the dealing with the lag of applications from quarter 1 that were delayed due to the initial lockdown where new practices needed to be introduced including moving office-based staff and practices to remote working and pause in notification of applications. This was not a situation unique to BCP with the majority of local planning authorities and wider industry dealing with similar issues with some departments closing operations altogether.

9. At the same time as Covid, the Council experienced an unexpected surge in demand during quarter 2, largely in the smaller scale applications for home extensions. Data released from the Planning Portal confirms that BCP Council had the 13th highest increase in online application submissions in the Country during the first lockdown period. This surge in demand at the same time as normal operations were disrupted impacted on performance in quarter 2.
10. The staff response to the issues faced by lockdown has been excellent and has ensured that the drop in performance in quarter 2 has been addressed with a sustained upward recovery in planning application performance in quarters 3 and 4.
11. It is clearly positive therefore that the overall position at the end of the monitoring year will ensure the Council's decision making is above the Government thresholds. However, it is also evident that further resilience measures are needed to continue to increase performance outputs within timescales to ensure the service is aligned to corporate expectations and programmes to support growth and the required economic response to the pandemic.

The Future of the Planning Service

12. In supporting the 'Big Plan' and overall Covid recovery it is essential that the Council's planning service is resourced and organised in a way to deliver the scale of ambition required, whilst at the same time preserving the unique and special character of our area. The ambition is to address the identified issues and transform the service to create one of the best planning departments in the country in terms of its speed and quality of outputs, and that:
 - Achieves high and consistent standards of performance delivering a service that meets the expectations of customers. The service will be responsive and maintain strong working relationships with applicants and other key stakeholders that engage in the service.
 - Creates a positive environment for staff to have job satisfaction and develop their careers within a service that is known for delivering positive outcomes and has a strong reputation. The staff are one of the main assets of the service with dedicated officers with high levels of qualifications and experience and it is essential that the service is transformed to retain and develop staff and become an employer of choice.
 - Delivers the Local Plan within the required timeframe to set out the framework for growth meeting the area's sustainable development needs.
 - Utilises modern ways of working and new technology to optimise the efficiency of working practices. This will ensure that the capacity of staff is used effectively and support the enhancement of the customer experience.
13. It is recognised that to deliver the transformation required there will need to be investment in resources and continue harmonisation of processes including greater use of digital technology to create a truly unified BCP planning department that

delivers the best possible service to our residents and customers. An overview of some of the key improvement workstreams currently underway is as follows:

Planning Improvement Board

14. In response to achieving the ambition and addressing the barriers to optimum performance within the service and to continue to drive innovation and enhancement, a Planning Improvement Board has been set up chaired by the Chief Executive. The Board will govern the implementation of a programmed range of activities to re-shape the service to ensure sufficient resources are in place to deliver the existing and future demand in a way that meets customer expectations and enhances the local planning authority's reputation.

Resources and strategic direction

15. With the number of vacancies at present the planning service is under resourced in terms of available staff, which needs to be addressed to support the transformation of the service. This will start to be addressed during 2021/22 through a combination of the additional £250,000 of financial support made available in the Council's budget and completion of the corporate smarter structures project.
16. The £250,000 additional financial support will provide a significant in-year boost to enable the service to bring in short term capacity to deal with the current on hand demand in advance of the smarter structures project being completed. The broad spend profile for the £250,000 is proposed to be spent as follows:
 - £100,000 on additional and extended agency staff support to address demands in more complex cases;
 - £70,000 to support further transformation initiatives to harmonise processes. This will include funding a Planning Transformation Lead post for a temporary period to provide additional capacity to deliver the transformation required;
 - £50,000 to address the backlog in applications through use of batching up of applications to external providers in order to ease pressure on existing staff workloads and reduce on hand demand;
 - £30,000 to provide support to progress key development briefs to help unlock investment on strategic sites;
17. Agreement is sought from cabinet for the above spend breakdown to ensure the service can procure the required additional resource at pace.
18. There is also a need to seek approval to recruit permanent planning staff to fill vacancies to ensure the service can operate within the establishment and avoid long term reliance on external resourcing. This will be addressed as part of smarter structures project and be progressed as soon as possible once the project is moved forward through spring / summer 2021.
19. The smarter structures project also provides the opportunity for the planning service to be organised, within the financial envelope available, in a way to deal with the various demands across planning applications, tree applications, enforcement, place and policy making. It is envisaged as part of this that smarter structures will include provision for a dedicated focus on major projects. Having a focus on major projects within the service will enable the most strategically important projects to be afforded

the time and expertise required to process them through the system as efficiently as possible. This is considered an integral component of delivering the Council's ambitions as well as supporting wider private sector investment in strategic development and related projects.

Engagement

20. It is recognised that the way the service engages with customers and other key stakeholders is a crucial to operating a modern and accessible planning department, which in turns helps to raise the reputation of the department and reduce complaints by creating a space for sharing issues and solutions.
21. In response, the service started an Agents and Developers Planning Liaison Group in November 2020. The purpose of the group is to ensure there is two-way dialogue with frequent users of the planning service to update on improvement projects underway but also to have feedback on the ongoing issues that need to be resolved. There have been three meetings since its launch and the initial view is that it is helping to improve communications and creating a collaborative environment between service leads and frequent users.
22. In addition to the Agents and Developers Liaison Group, a review is underway to introduce a new and improved engagement forum for members, including those on planning committee, to improve Councillor input on major emerging development proposals. It is envisaged that this new forum will be ready to launch later in Spring / early Summer 2021.
23. To support the engagement work, the service will make better use of technology to communicate performance and other information is needed. The team are currently testing Microsoft Power BI capabilities to better present data with links through to updated webpages. Having better access to data is anticipated to help with customer queries and manage expectations through the ongoing transition of the service.

Development Briefs

24. It is recognised that the planning service has a key role in fostering an environment to encourage investment in the BCP area. This is not only by having an efficient planning application process, but also with providing refreshed and up to date policy and development guidance. A key part of the £250,000 financial support will therefore be used to move forward development briefs for key opportunity areas as an important way to unlock investment and provide further clarity on policy matters. The funding identified will provide initial support with the intention being that a programme of future development briefs is developed to support the delivery of key strategic areas and sites alongside implementation of the Big Plan.

Investment in process and infrastructure

25. A major step forward has been achieved by the Council's Transformation Board approving the in-principle move to a single administrative ICT system with full implementation envisaged by the end of 2021/22 financial year. This is a significant milestone and will be transformational in supporting new and more efficient ways of working across the service. The single system will also incorporate Building Control and Land Charges to further enhance harmonised and smarter working across related disciplines.
26. linked in with the single administrative system project, the planning service is working directly with the Project Management Office to undertake a process review

of planning related activity during 2021/22 to create harmonised and efficient processes across each area of the service. Workshops will be undertaken with staff to engage the teams to identify current issues and build the best possible single process going forward, which will be supported by the new single administrative system.

Other planning service updates

27. It is understandable that there is focus on planning applications at the present time to ensure there is a corporate response to dealing with the on-hand increased demand. However, the planning service also includes planning policy, urban design and conservation, trees, planning enforcement and research and information. These other integral parts of the service are experiencing the same pressures in terms of resourcing and demands that will also need to be addressed and supported by the wider corporate transformation work.
28. A key project outside of planning applications is the BCP Local Plan. Having a single BCP Local Plan in place is essential for the Council to support the Big Plan but also the wider area needs with a single city region vision. A single Local Plan also supports greater efficiencies in the planning applications teams with a consolidated set of policies.
29. The Local Plan has been subject to a major Issues and Options consultation in 2019 and evidence preparation in 2020. The Overview & Scrutiny committee have established a working group to act as a sounding board for the emerging local plan ideas and option work. The working group is meeting regularly and helping officers to discuss key issues before the next stage of consultation.
30. The Government has recently reaffirmed the aim for all LPAs to have an up to date Local Plan in place by the end of 2023. The BCP Local Plan is on track to meet this deadline but clearly needs to maintain progress through 2021 with the next stage consultation and subsequent preparation of the draft plan.

Conclusions

31. This paper provides an overview of the issues the planning service is experiencing at the present time, which along with the pandemic has impacted on delivery of optimum performance. These issues are acknowledged, and it is understood that they need to be addressed to create the planning service that members, staff, residents and customers all want to see.
32. Whilst this is acknowledged, this paper sets out the Council's ambition for the service to transform it to being one of the best in the country in terms of the quality and speed of its outputs. Achieving this ambition will require investment in resources and infrastructure as part of the Council's transformation agenda.
33. This paper reports that a series of enhancements are underway, and which are already achieving tangible improvements in service delivery. More transformation work will be required over and above those set out in this report, but the foundations are being put in place for creating an exemplar planning department fit to deliver the Council's ambitions and representative of the Council's status as the 14th largest council (by population) in the country.

Summary of financial implications

34. None other than the proposed use of the £250,000 in-year funding support to address current demands.

Summary of legal implications

35. None identified

Summary of human resources implications

36. None identified

Summary of sustainability impact

37. None identified

Summary of public health implications

38. The planning service has maintained operations through the pandemic, which as involved staff continuing to go to office where necessary and out on site where required. This has been managed through use of risk assessments that will need to be maintained and regularly reviewed for as long as restrictions continue.

Summary of risk assessment

39. There are risks associated with a planning service not meeting Government thresholds for decision making. If performance falls below these thresholds, then the Council can be designated by Government and have local decision making powers directed to the Planning Inspectorate. BCP Council are not close to this position but highlights the importance of maintaining a high standard of performance.

Summary of Equalities Impacts

40. No specific impacts identified. Maintaining an open, accessible and efficient planning system will enable all members of the community to engage and be offered the same levels of service.

CABINET



Report subject	Harmonisation of Regulatory Services and Licensing Enforcement Policy
Meeting date	14 April 2021
Status	Public Report
Executive summary	<p>Regulatory Services and the Licensing Team are responsible for undertaking enforcement activity across a wide range of public services.</p> <p>The aim of these enforcement activities is to protect the safety, wellbeing, and the environment of all those who live, work and visit the area by ensuring the actions of businesses and individuals comply with the relevant legislation and Codes of Practice.</p> <p>The Council is currently working to three legacy enforcement policies for Regulatory Services and Licensing. This new policy seeks to provide one policy for BCP Council.</p> <p>The Enforcement Policy is recognised as an important document for regulators in meeting responsibilities under both statutory principles and guidance. The Enforcement Policy enables the authority to set out transparency in its activities and to ensure that enforcement activities are targeted only at cases where action is needed.</p> <p>The Policy also helps both businesses and individuals to understand our objectives and methods for achieving compliance and the criteria we consider when deciding the most appropriate response to a breach of legislation.</p> <p>Cabinet is asked to consider and approves the Regulatory Services and Licensing Enforcement Policy</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Cabinet approves the Regulatory Services and Licensing Enforcement Policy as set out in Appendix 1</p>
Reason for recommendations	<p>The new Enforcement policy seeks to provide one policy for BCP Council.</p> <p>The new Enforcement policy seeks to comply with the Legislation set out in Section 21 of The Legislative and Regulatory Reform Act 2006 which requires that the Council in its activity for exercising a</p>

	<p>regulatory function has regard to the principles that regulatory activities should be carried out in a way which is transparent, accountable, proportionate and consistent and that regulatory activities should be targeted only at cases in which action is needed.</p> <p>The Enforcement Policy also provides guidance to officers, businesses, and the public, on the range of options that are available to achieve compliance. It also explains the details about the methods used for achieving compliance and the criteria considered when deciding the most appropriate response to a breach of legislation.</p>
Portfolio Holder(s):	Councillor May Haines, Cabinet Member for Community Safety Councillor Mark Anderson, Cabinet Member for Environment, Cleansing and Waste;
Corporate Director	Kate Ryan, Corporate Director – Environment and Communities
Report Authors	Louise Jones, Environmental Health Manager
Wards	Council-wide
Classification	For Decision

Background

1. The Council is currently working to three legacy enforcement policies for Regulatory Services and Licensing. This new policy seeks to provide one policy for BCP Council.
2. The Council is required by the [Regulators Code](#) to publish their Enforcement Policy explaining how we respond to non-compliance.
3. The Enforcement Policy is recognised as an important document for regulators in meeting responsibilities under the statutory principles of good regulation set out in Section 21 of the Legislative and Regulatory Reform Act 2006 <https://www.legislation.gov.uk/ukpga/2006/51/section/21>, to be accountable and transparent in their activities and targeted only at cases where action is needed. The Regulator's Code sets out a series of key principles under which enforcement action should be considered.
4. The principles encompass consistency, transparency, proportionality and that actions are risk-based. This methodology ensures a fair, effective and justifiable approach linked to best practice. In addition, the Code seeks to ensure that economic development is not unnecessarily stifled and that businesses are supported in their growth.
5. The Policy is designed to help businesses and individuals understand our objectives and methods for achieving compliance and the criteria we consider when deciding the most appropriate response to a breach of legislation.

6. This new BCP Enforcement Policy directly responds to a clear legislative framework and adheres to the statutory guidance which accompanies it. As such, the Policy is reflective of the legacy policies in the main.

Options Appraisal

7. Approving the Policy removes the need to refer to three separate policies from the legacy authorities and provides clarity with one document.

The recommendation is:

Resolve to approve the Regulatory Services and Licensing Enforcement Policy.

Summary of financial implications

8. There are no financial implications with the adoption of this policy as all costs of meeting its application are met within current budgets

Summary of legal implications

9. The policy has been prepared in accordance with legislation and relevant statutory guidance. The document provides a comprehensive and single Enforcement Policy across Regulatory Services and Licensing.
10. The Regulators Code came into Statutory effect on 6th April 2014 by way of the Legislative and Regulatory Reform Act 2006 and the Council must have regard to this when developing policies and procedures that guide regulatory activities. One aligned policy for BCP Council is needed to ensure the Council complies with this.
11. There are no other legal implications from this report.

Summary of human resources implications

12. There are no implications in relations to this.

Summary of sustainability impact

13. The policy will assist with decisions about enforcement in relation to environmental issues. There is no other sustainability impact from this report.

Summary of public health implications

14. The work of Regulatory Services contributes to better public health outcomes by ensuring compliance with legislation that protects public health and where necessary taking the appropriate enforcement action to protect the public.

Summary of equality implications

15. The Regulatory Services and Licensing Enforcement Policy is designed to benefit the community through consistent regulation of the Businesses in BCP and compliance of individuals with relevant Legislation.
16. There should be no adverse effect on those who have protected characteristics. It is recognised that the Regulatory Services and Licensing Enforcement Policy can be perceived to target some ethnic groups, when taking interventions with water pipe smoking establishments. However, this is mitigated by fair and transparent adherence to the legislative requirements of overriding legislation

17. All enforcement activities are dealt with on a case-by-case basis with the aim of protecting safety and health. We work closely with other agencies during our enforcement activities and recognise that our interventions can help protect people from harm in many ways.
18. Our licensing role ensures the safe sale of alcohol whilst upholding the Licensing Objectives to protect children from harm which includes not only underage sales of alcohol but recognises the role alcohol can play in child sexual exploitation and human trafficking. Joint working with agencies where intelligence leads to enforcement regarding illegal working will protect illegitimate workers and those being exploited.
19. The merging of the legacy councils has meant that there are three different approaches to communicating enforcement actions to business owners that do not speak English. Procedures have been put in place to ensure that business owners are fully informed of any contraventions using interpreters and/or translated materials.

Summary of risk assessment

20. There is a risk to not implementing this policy and having a consistent framework in place across BCP. Any risks associated with the application of the Policy are managed through the Directorate Risk Register and/or on a case by case basis.

Appendices

Appendix 1 – Regulatory Services and Licensing Enforcement Policy

Appendix 2 – Equality Impact Assessment

Regulatory Services and Licensing Enforcement Policy

Date 1 December 2020

Communities

Author: Louise Jones
Version: V6
Review Date: December 2022



1. Purpose Statement

- 1.1 Regulatory Services and the Licensing Team are responsible for undertaking enforcement activity across a wide range of public services. Our aim is to protect the safety, wellbeing and the environment of all those who live, work and visit the area by ensuring the actions of businesses and individuals comply with the relevant legislation and Codes of Practice.
- 1.2 This policy provides guidance to officers, businesses and the general public on the range of options that are available to achieve compliance with all the legislation enforced by the Council's various regulatory services. It is designed to help officers; businesses and the general public understand our objectives and methods for achieving compliance and the criteria we consider when deciding the most appropriate response to a breach of legislation.
- 1.3 BCP Council is committed to avoiding unnecessary regulatory burdens on businesses or individuals and seeks to encourage and promote compliance. We recognise that decisions about enforcement action can have serious implications for all involved. The purpose of this policy is to ensure that:
 - Decisions about enforcement action are fair, proportionate and consistent
 - Officers apply current Government guidance and relevant codes of practice
 - Everyone understands the principles that are applied when enforcement is considered
- 1.4 This policy should be read in conjunction with the [Regulators Code](#) which provides a framework for how regulators should engage with those they regulate.
- 1.5 The Council is required by the Regulator's Code to publish their Enforcement Policy explaining how they respond to non-compliance. We recognise this as an important document when meeting our responsibility under the statutory principles of good regulation, set out in Section 21 of The Legislative and Regulatory Reform Act 2006.

2. Who the policy applies to

- 2.1 This policy primarily applies to officers, agents acting on behalf of Bournemouth, Christchurch and Poole Council, residents and businesses within Bournemouth, Christchurch and Poole, but will also affect visitors and in some circumstances may have effect outside of the authority's boundary.
- 2.2 This policy applies to all enforcement, regulation, linked advice and similar activity undertaken within Regulatory and Licensing Services.
- 2.3 Functions provided by Regulatory Services include Environmental Health, Port Health, Trading Standards, Health & Safety, Food Safety, Infectious Diseases, Noise and Nuisance, Pest Control, Animal Health, Stray Dogs, Dog Control, and Licensing

3. This policy replaces

- 3.1 This policy replaces:
 - Bournemouth Borough Council Regulatory Services Enforcement Policy May 2010
 - Borough of Poole Enforcement Policy June 2010
 - Christchurch Enforcement Policy whilst it is expected that Christchurch would have a policy, a copy is unavailable.

4. Approval process

- 4.1 The policy is approved by BCP Council's Cabinet Portfolio Holder

5. Links to Council Strategies

- 5.1 This policy supports the BCP Council Corporate Strategy.

- 5.2 During the preparation of this policy document due consideration has been given to the following Key Council Strategies:
- Corporate Strategy
 - BCP Council Vision
 - Health and Wellbeing Strategy 2020-2023
 - Corporate Safeguarding Strategy
 - Equality & Diversity Policy

6. The Regulators Code

- 6.1 This Code was laid before Parliament in accordance with section 23 of the Legislative and Regulatory Reform Act 2006 ("the Act"). It requires that we have regard to the Code when developing policies and operational procedures that guide our regulatory activities.
- 6.2 The Regulator's Code sets out a series of key principles under which enforcement action should be considered. The principles encompass consistency, transparency, proportionality and that actions are risk based. This methodology ensures a fair, effective and justifiable approach linked to best practice. In addition, the code seeks to ensure that economic development is not unnecessarily stifled and that businesses are supported in their growth.

7. Aim and scope of the policy

- 7.1 To ensure that all regulatory activity (this includes the whole range of regulatory options and interventions available to regulators) is undertaken in compliance with this policy and has regard to: -
- the statutory principles of good regulation: proportionality, accountability, consistency, transparency and targeted
 - the enforcement principles contained in the Regulators Code and
 - the Principles of Good Enforcement within the Enforcement Concordat
- 7.2 To ensure that all regulatory activity is undertaken in compliance with this policy
- 7.3 Although the Regulator's Code focusses on our dealings with businesses, this policy applies equally to the way in which we will engage with private individuals who might become subject to regulatory interventions and should be read as such.

8. Our approach to securing regulatory compliance

8.1 How we find out about non-compliance

Matters requiring regulatory compliance may come to our notice as a result of pro-active checks such as scheduled inspections (e.g. pre-planned risk rating visits to food premises) or as a result of reactive activity such as inspections or visits in response to complaints (e.g. a complaint of noise).

- 8.2 In order to reduce the burden of regulatory activity on businesses, visits will only take place for a reason e.g. in response to a risk-based program or in response to a complaint. The reason for the visit will be explained by the officer at the time of the visit and visits will, wherever possible, be carried out by prior arrangement unless this would compromise the regulatory objective of the visit. Visits will be carried out in accordance with relevant guidance such as the Investigatory Powers of Consumer Law Enforcers or the Food Law Code of Practice.
- 8.3 Wherever possible we will share data and intelligence with other enforcement agencies and work in partnership. We will also use existing local and national data sources for any analysis. We will consider asking businesses for additional information only if the data is vital to secure enforcement outcomes and cannot be obtained by other means.

8.4 Authorised officers will be appropriately qualified to determine regulatory compliance and will receive on-going training to maintain competency and promote consistency.

8.5 What we do when non-compliance is identified

When non-compliance is identified we will usually seek to secure compliance through negotiation and co-operation, taking a formal enforcement approach where compliance is deemed unlikely through other means. We will clearly explain what the non-compliant item or activity is, the advice we are giving about the matter, the remedial actions we are requiring and the reasons for these.

8.6 If necessary, we will provide further opportunity to discuss any advice, requirements or decisions with the appropriate person with a view to ensuring that all matters are fully understood and that we are acting in a way that is proportionate and consistent. Where we are not best placed to investigate any matter, we will consider whether it would be more appropriate to request another Council service or outside agency to investigate.

8.7 Why we consider enforcement action

We will consider taking enforcement action where efforts to achieve compliance through mediation have failed or where there is a serious breach, a history of previous non-compliance or where providing an opportunity for dialogue would be likely to defeat the purpose of the proposed enforcement.

8.8 Enforcement action will be taken in accordance with the following statutory principles;

Transparency We will make it clear to those being regulated what we consider their obligations to be and give them the time and support to comply unless there is an urgent need to secure compliance e.g. public safety. The consequences of non-compliance will be made clear.

Accountability Officers will be courteous, fair and efficient always and will identify themselves by name and where appropriate identity card. We will be able to justify decisions taken and be open to public scrutiny through the Councils publicised complaints procedure.

Proportionality We will only intervene when necessary and any action taken will be appropriate to the risk posed. An educational rather than a punitive approach will be followed wherever possible. In deciding upon the action to be taken the impact upon the business will be considered including the costs of compliance to ensure unnecessary expense is not incurred.

Consistency We will ensure that we apply regulations consistently between businesses by following the same rationale when considering the specific circumstances of each individual case in reaching a decision.

Targeted We will focus primarily on those whose activities give rise to the most serious risks or those who knowingly disregard the law.

8.9 What is enforcement action

Enforcement action can take different forms and for the purposes of this policy includes but is not limited to the following;

- serving a legal notice (includes but is not limited to; improvement, suspension, prohibition, formal warning, fixed penalty notice, community protection or abatement notices) and the subsequent follow up in instances of non-compliance
- the seizure of goods/items including food, machinery, equipment etc.
- the revocation, suspension or refusal of a licence/permit
- the issue of a simple caution
- the seeking of an injunction
- issue of a penalty charge notice
- prosecution

8.10 If we decide that enforcement action is appropriate, and that prosecution is an option we will base our decision and actions upon guidance available to help inform that decision. Such guidance includes the Code for Crown Prosecutors and any other nationally recognised guidance such as the Enforcement Management Model published by the Health and Safety Executive and includes the following;

- The seriousness of the alleged offence
- The history of the party concerned
- The willingness of the business or the individual to prevent a recurrence of the problem and co-operate with officers
- Whether it is in the public interest to prosecute
- The realistic prospect of conviction based on the evidence
- Whether any other action (including other means of formal enforcement action) would be more appropriate or effective
- The views of any complainant and other persons with an interest in prosecution.

8.11 A decision to prosecute or issue a formal caution will be subject to the investigatory officer drafting a summary report for consideration by the line manager, and then the Head of Service.

9. How we decide what enforcement action to take

9.1 How we decide what enforcement action to take

In considering the most appropriate enforcement action we will have regard to the enforcement principles with the intention of;

- Aiming to change the behaviour of the offender
- Aiming to eliminate any financial gain or benefit from non-compliance
- Being responsive and considering what is appropriate for the offender and regulatory issue, which can include punishment and the public stigma that could be associated with a criminal conviction
- Being proportionate to the nature of the offence and the harm caused
- Aiming to restore the harm caused by regulatory non-compliance (where appropriate)
- Aiming to deter future non-compliance.

10. Representations and appeals

10.1 When we decide to serve an enforcement or similar notice, we will generally already have engaged with those concerned and the breach that caused it. When we decide against enforcement action, we will notify the person of their right to appeal. This will include the right to request that we review our decision, where appropriate

10.2 Where it is believed we have failed to comply with the standards within this policy, a complaint can be submitted to the relevant Team Manager overseeing the service area within which the investigatory officer is located. Should this course of action fail to resolve any differences, then a further complaint can be submitted to the Head of Regulatory Services. Contact: environmental.health@bcpcouncil.gov.uk As an alternative, the Council's formal complaints procedure can be followed <https://www.bcpccouncil.gov.uk/Contact-Us/comments-and-complaints.aspx>.

11 Costs and cost recovery

11.1 Should the Council take enforcement proceedings it will ordinarily seek the full costs of doing so from the person against whom the action is taken.

11.2 Works in Default Works in Default will be considered if all other methods to try to remedy the necessary works have been unsuccessful. In determining if work in default is appropriate,

Officers will report to the Team Manager who will consider approval based on the following information; -

- The effects of not carrying out the work on public health and safety
- The reason for the work not being carried out in the first place .
- Any other factors that are specific to the case. .

The Council will normally seek to recover all of the costs associated with undertaking work in default (including time spent by its Officers, administrative costs, contractors' costs, the cost of any specialist reports, supervisory costs etc.)

In the case of Officer time, the Council will calculate costs as follows: -

- The actual time spent by Council Officers on the chargeable activities and recorded using file notes and database .
- Time spent will be converted into a monetary figure using the appropriate hourly rate set for the Officer(s) concerned.
- The expenses incurred are to be recovered from the person(s) on whom the Notice or Order is/are served ("the relevant person").

- 11.3 The expenses will carry interest from the date of service until payment of all sums due under the demand at a rate of 1% over the Bank of England Base Rate. The recoverable expenses, together with interest accrued on them, are a charge on the premises.

12 How to use this policy

- 12.1 This policy should be used in conjunction with legislation detailed in statute and guidance issued in relation to legislation.

13 Roles and responsibilities

- 13.1 Officers and managers within Regulatory Services and Licensing are responsible for considering the matters in this policy and shall have regard to the Regulators Code when pursuing enforcement action.

- 13.2 This Policy will made available on the website for businesses and members of the public.

14 Enforcement and sanctions

- 14.1 Failure to have regard to this policy can result in appeals in the court process, reputational risks and financial risks through cases not following due process and costs being awarded against the Council.

15 Further information and evidence

- 15.1 Equality Impact Needs Assessment

Equality Impact Assessment: conversation screening tool

[Use this form to prompt an EIA conversation and capture the output between officers, stakeholders and interested groups. This completed form or a full EIA report will be published as part of the decision-making process]

Policy/Service under development/review:	Regulatory Services and Licensing Enforcement Policy
What changes are being made to the policy/service?	The new policy replaces three existing legacy policies across BCP
Service Unit:	Communities
Persons present in the conversation and their role/experience in the service:	Louise Jones Environmental Health Manager Nananka Randle Licensing Manager James Norman – Trading Standards Manager Caroline Fair – Environmental Health Manager Jeff Morley – Environmental Health Manager Matthew King – Community Enforcement Manager Graeme Smith – Policy and Performance Manager
Conversation dates:	15/09/2020 15/03/2020
Do you know your current or potential client base? Who are the key stakeholders?	<p>Yes, we understand our client base and stakeholders, it includes:</p> <ul style="list-style-type: none"> - • Premises Licence holders under the Licensing Act 2003 • Businesses located in the BCP area • Solicitors and agents acting for Premises Licence holders • Members of the BCP Council • Officers within BCP Council in the Regulatory Services and Licensing teams • Residents and community groups within the BCP Council area • Dorset Police Licensing • Responsible Authorities as set out within the Licensing Act 2003 • Food Standards Agency • Health and Safety Executive
Do different groups have different needs or experiences in relation to the policy/service?	<p>Yes, some groups may have different needs or experiences in relation to the policy, in particular: -</p> <p>It can be perceived that certain race characteristics may be targeted such as smoking houses. However, this is mitigated by fair and transparent adherence to the legislative requirements of overriding legislation such as the Health Act that targets smoking inside. Shisha smoking can be unfairly perceived to be targeted when complaints are received. There is recognised a higher number of licence holders of ethnic backgrounds providing Late Night Refreshment (hot food between 2300 – 0500) action taken in these cases can be perceived as targeting premises that are run by people of ethnic backgrounds.</p> <p>Our enforcement activity statistics show that food hygiene enforcement notices are served on more BAME businesses than other businesses. We engage with businesses on an informal basis where there is non-compliance. Where necessary we translate any documentation such as letters and improvement notices together with photographs explaining clearly what is wrong why it is wrong and how to put it right. Where necessary we</p>

	use translators during site visits to help explain to food business operators what improvements need to be made.
Will the policy or service change affect any of these service users?	No. The new policy doesn't change the process and strict adherence to the legislation and guidance is always maintained.
[If the answer to any of the questions above is 'don't know' then you need to gather more evidence and do a full EIA. The best way to do this is to use the Capturing Evidence form]	
What are the benefits or positive impacts of the policy/service change on current or potential service users?	<ul style="list-style-type: none"> • Ensuring the protection of children from underage sales of alcohol, cigarettes, and fireworks • Protecting the vulnerable and elderly from scams and rogue traders • Investigation of accidents to those injured at work and to prevent further injury • Assist in the reduction of sexual exploitation • Investigation of complaints about health and safety risks to pregnant workers
What are the negative impacts of the policy/service change on current or potential service users?	The policy ensures that legislation is enforced across BCP in a fair and consistent manner
Will the policy or service change affect employees?	Yes, it provides guidance on a consistent approach to enforcement
Will the policy or service change affect the wider community?	Yes, because it replaces three legacy policies with one policy for BCP.
What mitigating actions are planned or already in place for those negatively affected by the policy/service change?	Ensure procedures are in place to have a consistent approach to enforcement activities where English is not the first language to ensure that business owners are fully informed of what is wrong why it is wrong and how to put it right either by the use of translated materials or the use of interpreters.
Summary of Equality Implications:	<p>There should be no adverse effect on those who have protected characteristics. It is recognised that the Regulatory Services and Licensing Enforcement Policy can be perceived to target some ethnic groups, when taking interventions with water pipe smoking establishments. However, this is mitigated by fair and transparent adherence to the legislative requirements of overriding legislation. All enforcement activities are dealt with on a case-by-case basis with the aim of protecting safety and health.</p> <p>We work closely with other agencies during our enforcement activities and recognise that our interventions can help protect people from harm in many ways. Our licensing role ensures the safe sale of alcohol whilst upholding the Licensing Objectives to protect children from harm which includes not only underage sales of alcohol but recognises the role alcohol can play in child sexual exploitation and human trafficking. Joint working with agencies where intelligence leads to enforcement regarding illegal working will protect illegitimate workers and those being exploited.</p> <p>The merging of the legacy councils has meant that there are three different approaches to communicating enforcement actions to business owners that do not speak English. Procedures are in place to ensure that business owners are fully informed of any contraventions. It is intended that one consistent approach will be adopted for how messages are communicated.</p>

CABINET



Report subject	Our Museum: Poole Museum Redevelopment Project
Meeting date	14 April 2021
Status	Public Report
Executive summary	<p>The Poole Museum Redevelopment Project delivers against Big Plan and other strategic Council priorities as well as national and regional priorities and policies. The Project will conserve and open up nationally and internationally significant heritage assets and transform the visitor and community experience of the Poole Museum Estate.</p> <p>In the wider context of Culture and the Cultural Compact, the Project will deliver on the Cultural Enquiry recommendations for talent, infrastructure, and quality of place and will provide new opportunities for under-represented and under-served communities and groups to participate in and co-curate their culture and heritage.</p> <p>The project has strong support from NLHF as a priority project, third party match funding has been secured and there is a strong pipeline from trusts and foundations, with invited applications for additional grants totalling £250-450k. Council agreement to submit the NLHF round 2 application for the Poole Museum element of the project (deadline August 2021) is requested.</p> <p>Project development work demonstrates an opportunity to extend the scope of the capital works to increase the transformative impact of the project for Poole rejuvenation, outcomes for people, built heritage and museum collections, and the financial sustainability of the service. Council agreement is requested for prudential borrowing to support these extended works.</p> <p>There are two scenarios for prudential borrowing, dependent on whether a round 2 NLHF application for the Poole Museum project is successful. Scenario 1, should the grant bid be successful, requires the utilisation of £1,029k prudential borrowing, as well as £200k CIL (agreed by Cabinet in 2018) as match funding. Scenario 2, if the NLHF application is unsuccessful, requires the use of £278k prudential borrowing for Scaplen's Court as well as the repurposing of £200k CIL allocated within the Scenario 1 model.</p>

Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Council approves the submission of a Round 2 funding application to NLHF for £2,240k for the Our Museum: Poole Museum Redevelopment Project (total project value £4,242k).</p> <p>(b) Council approves the use of up to £1,023k new prudential borrowing in support of the Round 2 funding application. This will reduce to £278k new prudential borrowing should the Round 2 funding application be unsuccessful.</p> <p>(c) Cabinet approves the repurposing of £200k CIL allocated to Our Poole Museum Redevelopment Project to Scaplen's Court development, in the event of an unsuccessful Round 2 funding application.</p> <p>(d) Cabinet notes the resulting unfunded revenue pressure of <u>up to</u> £17k in 2022/23 and £70k in 2023/24 from income forgone during construction phase.</p>
Reason for recommendations	To facilitate funding of the Our Museum: Poole Museum Redevelopment Project and enable it to deliver on the Council's Big Plan aim to rejuvenate Poole and strategic aims for Culture.
Portfolio Holder(s):	Cllr Mohan Iyengar, Portfolio Holder for Tourism, Leisure and Culture
Corporate Director	Kate Ryan
Report Authors	Michael Spender, Museums and Arts Manager, and Alison Smith, Our Museum Project Manager
Wards	Poole Town
Classification	For Recommendation

Background

1. The Poole Museum capital project and the Scaplen's Court capital project (together called Our Museum: Poole Museum Development Project: 'the Project') are separately funded: Poole Museum by the National Lottery Heritage Fund (NLHF), and Scaplen's Court by Historic England as part of the High Street Heritage Action Zone (HSHAZ) programme. The two projects are jointly delivered as the Our Museum: Poole Museum Redevelopment Project ('the Project') to the same programme, and benefit from a single project and design team.
2. The Project has made excellent progress despite Covid and is on programme. The team is now working towards the completion of project development work to enable

the submission of LBC and a planning application, and in the case of 'Poole Museum a round 2 funding application to NLHF.

3. In 2017/18 a strategic masterplanning exercise was undertaken for the whole Poole Museum Estate which comprises Oakley's Mill, the Town Cellars (housing Poole Local History Centre), Scaplen's Court, and the 'Sea Music' public sculpture by Sir Anthony Caro. A public consultation was carried out in 2018. The aim was to address some key issues and needs:
 - a. to provide fully accessible facilities for users of Dorset's most popular free attraction
 - b. to carry out urgent conservation work and open to the public two Grade 1 listed buildings
 - c. to increase dwell time and consequently income to ensure the sustainability of the service
 - d. to display currently homeless maritime discoveries of international importance
 - e. to create a major visitor attraction and community hub in the Poole Regeneration area
4. The masterplan set out the ambition to create a major, accessible, cultural visitor attraction and community hub and supported capital funding applications to third party funders: NLHF for Poole Museum; and to Historic England for the HSHAZ project, of which a substantive element in the opening up of Scaplen's Court. The capital works on the buildings in the museum estate came to a combined project cost of £3.92m.
5. Both funding applications were successful in December 2019. NLHF awarded a Round 1 development phase grant of £352k for Poole Museum to develop a Round 2 application for an additional £2.24m of funding (application deadline August 2021). Historic England awarded £478k from the HSHAZ project for conservation, redevelopment and opening up of Scaplen's Court.
6. The Poole Museum NLHF project is a 'two stage' process with a 'development' (RIBA 2-3) and 'delivery' (RIBA 4-6) phase. The delivery phase is contingent on the success of the Round 2 application, the content of which is developed during the development phase. HSHAZ funding has no development phase and the total funding has already been awarded.
7. Funding for design development work of RIBA 2-3 for both projects is secured and covers staff costs, professional fees, and surveys to enable the submission of LBC and a planning application and in the case of Poole Museum a 'Round 2' funding application to NLHF.
8. While the capital projects are being managed holistically, in the event of failure of the Poole Museum project at Round 2 the HSHAZ capital works will continue unaffected.
9. Secured partnership funding for the Project from the Council and other sources is as follows:
 - a. BCP Council: £50k to support the NLHF development phase, and £400k at delivery phase contingent on a successful Round 2 application, comprised of £200k prudential borrowing and £200k CIL funding. This was approved by Cabinet in July 2018 and would be required from Q1 2022.

- b. £300k additional match funding is required from other sources (trusts, foundations, major gifts) of which £100,000 is already secured from a major Dorset trust and there is a strong pipeline for the remaining balance from local and national trusts/foundations, and major private donors.
- 10. The Project will transform the Poole Museum Estate into a modern, thriving cultural space and community hub that greatly enriches the experience of Poole Quay and Poole Town by the community and visitors. It will:
 - a. complete urgent conservation works to the Town Cellars and Scaplen's Court, significant Grade I listed heritage assets;
 - b. improve access through the updating of facilities, meeting increasing visitor and community demand, and transforming the visitor experience;
 - c. deliver 1,540m² of exciting new displays and public facilities including opening up 650m² of currently inaccessible or underutilised heritage assets to create a major attraction for regular public access in order to significantly increase the scale and appeal of the visitor offer;
 - d. significantly 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.
- 11. The Project will deliver on key Council, regional and national priorities and policies:
 - a. It will be an anchor development of the rejuvenation of Poole. And will also deliver on The Big Plan themes for communities, children, seafront development, tourism and an iconic cityscape.
 - b. It will be a key element in the development of an emboldened cultural infrastructure for BCP, delivering on Cultural Enquiry recommendations as a landmark project for the Cultural Compact.
 - c. It will be one of four major capital projects for the Wessex Museums Partnership (Poole, Dorset County, Salisbury and Wiltshire museums) forming a dynamic new regional museum offer.
 - d. As an Arts Council England regularly funded National Portfolio Organisation museum service, it is right that the Project will align fully with Arts Council England's 'Let's Create' 10-year strategy, providing inclusive and diverse opportunities for under-represented and under-served communities and groups to participate in and co-curate their culture and heritage.
- 12. The Project will lead to:
 - a. long-term financial sustainability of the service by diversifying and increasing earned income, and organisational resilience as a result of increased cultural profile, a strong and growing Poole Museum Foundation membership base, staff and volunteer skills development, development of and deepening of relationships with a wide range of community partners;
 - b. increased visitor numbers, with diverse new audiences, increased visitor dwell time, and repeat visits;
 - c. enhanced guardianship of public collections and Grade 1 and Grade 2 Council buildings;

- d. rejuvenation and an enriched experience of Poole Quay and Poole Town for the community and visitors, it will attract more visitors to the Quay and Old Town – the ‘Quay Quarter’ – to create a vibrant and appealing cultural space, increasing engagement and dwell time, and economic growth by making Poole a more attractive place to live, work, and visit;
 - e. increased participation in and co-curation of culture and heritage by under-represented and under-served communities and groups.
13. Governance of the project is through a project board chaired by the SRO, Chris Saunders, Director of Destination and Culture, and including officer representation from Finance, Planning as well as external stakeholders and lead consultants. A full design team appointed in November 2020, led by architect and exhibition designers ZMMA, is working on schedule and to budget. Options appraisals were developed to RIBA-2 scheme by March 2021. Design development will reach RIBA-3 by the end of May 2021 to enable planning and LBC to be submitted.
14. The deadline for a Round 2 application to be submitted to NLHF is 25 August 2021 and if successful the project delivery phase will be from February 2022 to September 2024.
15. Project development work to RIBA stage 2 has clearly demonstrated an opportunity to extend the scope of the capital works to increase the transformative impact of the projects in respect of rejuvenation outcomes for the ‘Poole Quay Quarter’ in line with the Big Plan, outcomes for heritage assets, quantity and quality of the offer for visitors and residents, and the financial sustainability of the museum service.
16. The scope of the extended capital works includes:
- a. Poole Museum and Scaplen’s Court: schedule of urgent and essential building conservation works listed discretely for each building that have been newly identified through survey work and which will be critical for ensuring guardianship of and maximising access to Grade 1 public buildings.
 - b. Scaplen’s Court: Enhanced concept accessible heritage visitor offer, including relocation of Poole Museum café from its current 3rd Floor location, increasing covers and accessibility, improvements to the immediate public realm/wayfinding, and increase in building occupancy. These improvements will support a step-change in the scale of the museum’s public offer and commercial activity through considered and sensitive reuse of underutilised heritage assets. The museum is experienced at offering this type of programming and activity but has not been able to operate at any scale given existing constraints, resources, and lack of investment. This will build significant new audiences for heritage and culture with an associated increase secondary spend and dwell time. Capital works will also activate and animate the public realm in which the museum buildings are situated and by creating a critical mass of cultural space and activity will significantly increase the potential of the museum to anchor a cultural ‘Quay Quarter’.
 - c. Poole Museum: Investment in redevelopment of the existing Poole Museum 3rd Floor ceramics display to a high-profile new Art and Design Gallery with a focus on internationally popular Poole Pottery, of which the museum has the largest world’s largest public collection. This showcase will drive the development of audiences for heritage and culture, appealing to a local audiences and collectors and enthusiasts, nationally and internationally.

17. The two-stage nature of the NLHF process and the single stage funding as part of the HSHAZ necessarily means that two scenarios need to be considered based on whether or not the NLHF Round 2 application is successful. Fortunately, the scope of works/additional works can be split cleanly between Poole Museum and Scaplen's Court as indicated above. In the event of a failure at Round 2, this would simply mean that works at Poole Museum do not go ahead but works at Scaplen's Court continue unaffected.
18. Scenario 1, in the event of a successful Round 2 NLHF funding bid, new prudential borrowing of £1,023k will be required as partnership funding for the scheme. A further £200k of CIL funding (as approved by legacy Council 2018) will also be required. This will allow the completion of proposed works including points a), b), and c) listed above.
19. Scenario 2, in the event of an unsuccessful Round 2 funding application to NLHF, planned works will be limited to Scaplen's Court development only. This would require new prudential borrowing of £278k and would enable delivery of proposed works relating to Scaplen's Court (under a) and works under b) above).
20. Cabinet's recommendation is now also required to submit the Round 2 application to NLHF for the project delivery phase (deadline of August 2021).

Options Appraisal

21. An option is for Cabinet to either agreed the recommendation to submit the Round 2 NLHF bid or not. If not a major project in support of the Big Plan will be terminated. A further option is for Cabinet not recommend additional prudential borrowing, in which case the project will be considerably constrained and positive outcomes diminished.

Summary of financial implications

22. A summary of the key financial implications of each scenario is provided in Figure 1 below (also attached as Appendix 3 and Appendix 4). If the Round 2 funding application is successful £4.2m of new investment (including £1.2m of BCP council resource) will be delivered as part of the Council's 'Big Plan'. This reduces to £1.0m new investment (including £0.5m BCP council resource) should the Round 2 funding bid be unsuccessful. Each scenario benefits from significant levels of external funding.
23. Cost estimates within project outlay in each scenario are based on independent estimates. Appropriate allowance is also made for professional fees, surveys, investigations, contingency and inflation.
24. Development work will not commence without confirmation of funding required. This includes confirmation of outcome of Round 2 funding application and achievement of third party fundraising target of £300k. To date, around £100k of this has been secured. CIL allocation of £200k has been earmarked to Poole Museum project within the capital programme.
25. In constructing the funding model for each scenario, the Council is mindful of external government grant and PWLB borrowing conditions. As a result, planned revenue spend of £320k on public engagement activities, will be funded from either CIL, third party fundraising or Government grant (if permitted), and not PWLB borrowing (which can only be utilised for capital expenditure).

Figure 1 - project outlay		
	Museum + Scaplen's Scaplen's	
	£k	£k
Project outlay		
Building improvements and condition work	2,516	823
Additonal Investment Design Gallery 3rd Floor	300	0
Professional fees	210	38
Public realm	100	0
Contingency	795	95
Engagement (revenue spend)	320	0
	4,241	956
Project funding		
Round 2 funding application (pending)	2,240	0
Historic England government grant (secured)	478	478
Third party contributions (£100k secured to date)	300	0
CIL (approved Council 2018)	200	200
Prudential borrowing	1,023	278
	4,241	956

26. Financial viability

27. For business case purposes, the financial viability of the investment has been limited to 25 years. This to ensure future income projections are as meaningful as possible and that projections are aligned with the development of the service unit 25 year Building Maintenance Plan. Forecast **additional net** income (as a result of planned investment) from weddings, food & beverage, room hire and retail have been estimated over a 25 year period. Annual estimates increase by Bank of England target CPI inflation only each year (assumed 2%). Most of the additional net income is anticipated from additional weddings at Scaplen's Court.
28. As with other major build projects, an indicative allowance has been made within the financial viability assessment for major repairs anticipated over the life of the asset. This is based on 0.8% of asset building value (including proposed new capital investment) and commences in year 10. In the event of the Council progressing with investment at both Poole Museum and Scaplen's Court, major repairs provision of £2m is allowed for within the viability model by year 25. This is an indicative allowance only, that will ultimately be informed by (and make financial provision for) capital costs arising from the service's 25 year building maintenance plan currently under development. There is as yet no other specific budget set aside within the MTFP for capital costs anticipated within the 25 building maintenance plan. There is the potential for some of this cost to be met from revenue budgets for Estate maintenance.
29. Net additional income generated will also be required to repay any prudential borrowing required, including interest. For financial modelling purposes, the project is deemed to be 'low risk', because the Council already engages in delivering this service. The Invest to Save Framework low rate of 3% has therefore been applied to prudential borrowing repayments. This has the benefit of creating additional 'risk premium' of between £36k and £131k (depending on which scenario is progressed).

Risk premium is the difference between Invest to Save rate of 3% and current PWLB 25 year borrowing rate of 2.18% (PWLB published rates 2 March 2021).

30. Figure 2 summarises results of 25 year financial viability appraisal. Councillors will note that sufficient additional income is generated in each scenario to cover borrowing repayments over 25 years as well as establish a major repairs provision.

Figure 2 - 25 year financial viability		
	Museum + Scaplen's Scaplen's	
Financial viability over 25 years	£k	£k
Net additional income over 25 years	(3,928)	(2,882)
Major Repairs Allowance	2,057	442
Borrowing Requirement (repaid over asset useful life)	1,023	278
Interest cost of borrowing (@ 3% over 25 years)	446	121
Net 25 year surplus (including Risk Premium and major repairs)	(402)	(2,041)
Risk Premium (difference between Invest to Save rate 3% and PWLB)	(131)	(36)
Major Repairs allowance	(2,057)	(442)
Net 25 year surplus (excluding Risk Premium and major repairs)	(2,590)	(2,519)

	Museum + Scaplen's Scaplen's	
Projected Cashflow (including risk premium and major repairs)	£k	£k
Net revenue cost to BCP over MTFP (2021/22 to 2023/24)	87	26
Net saving to BCP for next 10 years (2024/25 to 2033/34)	(624)	(839)
Net saving to BCP for next 10 years (2034/35 to 2043/44)	76	(846)
Net saving to BCP for next 5 years (2043/44 to 2047/48)	59	(382)
Net 25 year surplus (including Risk Premium)	(402)	(2,041)

Financial risks

31. Capital outlay remains an estimate until planning permission is granted and works are tendered. In the event of final costs exceeding current estimates the Council could seek to allocate additional CIL or prudential borrowing to the project, or undertake additional fundraising activities.
32. Scenario 1 assumes £0.3m of third party contributions from fundraising and partnership. To date around £0.1m has been secured. As above, the Council would have to meet any potential funding gap should fundraising activities not meet targets.

33. The primary purpose of the capital investment is to further promote regeneration in the area, with income generation a secondary outcome. PWLB borrowing for the project is therefore permissible under HM Treasury guidance.
34. There is a risk that the future operating income will not be realised to the extent assumed within the financial viability assessment. This risk is mitigated by restricting the period of assessment to the next 25 years only. Income projections included in the assessment increase by inflation only each year – with no other cyclical fee review allowed for.
35. The model assumes new borrowing will be taken out and repaid over a 25 year period. This is a prudent approach as it aligns borrowing repayment with the period where there is greater certainty of income generation and building maintenance needs. The Council retains the option of increasing the borrowing period to up to 40 years, reflecting the estimated life of the building. In the 'scenario 1 option' this would increase the 25 year net surplus of the project (including risk premium and major repairs) from (£0.4m) to (£0.8m), as the cost of borrowing is spread out over a greater period. This does mean, however, that at year 26 £0.4m of borrowing principal will remain outstanding and overall interest on borrowing will increase from £0.4m to £0.7m.

VAT implications

36. The project has been reviewed from VAT perspective and as the scheme will directly impact the Council's partial exemption position it has been advised to waive the exemption on both properties to ensure the Council remains within the threshold.
37. The service has been working closely with Finance to mitigate any risks arising from the tax position and should continue to do so throughout the project.

Value for Money

38. Approval of either scenario will enable continued regeneration activity in Poole Old Town – utilising significant levels of external grant funding.
39. All works will be appropriately tendered / frameworks used in accordance with BCP procurement processes.

Summary of legal implications

40. Democratic Services will be asked to assist the contract arrangements for the main contract for the project.
41. Democratic Services will be asked to assist with any partnership and contractual funding agreements which arise through the project.
42. Health and Safety issues will be addressed through works to buildings and improvements to building services, a Principal Designer is an appointment to the design team.
43. Scaplen's Court is an approved wedding venue, licence renewals are every three years, the current licence was granted 23 November 2019 and will be renewed after 22 November 2022.

Summary of human resources implications

44. Transformation of the visitor experience of Poole Museum and Scaplen's Court will require Museum staff to meet visitor needs and support income generation in new, proactive, flexible and proactive ways. It is expected that this will require redefinition

of some roles and structures, and this work will start once the Activity Plan is agreed by NLHF as part of its response to the Round 2 application. This restructuring would take place during 2022/3.

Summary of sustainability impact

45. The Poole Museum and Scaplen's Court projects will support the Council's climate goals. Cultural organisations and funders such as Historic England and NLHF require funded organisations to meet their strategic environmental sustainability aims. NLHF, for example, requires that "all projects must demonstrate they are environmentally responsible and are integrating environmental measures into their projects". The Cabinet recommendation will therefore have a positive impact on environmental sustainability.
46. The Decision Impact Assessment for this report, No.130, is at Appendix 2. The DIA assessment is Low Impact.

Summary of public health implications

47. Positive social outcomes for the wellbeing of the population are at the heart of these recommendations. The health and wellbeing benefits from participation in heritage and cultural activity are well recognised and evidenced, in particular for isolated, deprived and diverse communities, who as audiences are often the least well served by cultural organisations.
48. These projects will broaden Poole Museum's engagement with under-served audiences including families and 65+ audiences with prior low engagement with heritage. people from lower socioeconomic backgrounds, older people living locally in care homes and sheltered housing provision, those experiencing loneliness and social isolation, those with long term health conditions and disabilities, and school children attending schools with high Pupil Premium numbers.
49. Improving wellbeing is a mandatory outcome of funding from the NLHF.

Summary of equality implications

50. An Equalities Impact Assessment has been carried out for the projects in this report and this is at Appendix 1.
51. NLHF has a mandatory inclusion outcome: 'a wider range of people will be involved with heritage' to ensure that Lottery grants contribute to a society where everyone has the opportunity to take part in and benefit from heritage.
52. The Project will result in a wide range of benefits for a wide cross-section of people. While the improvements to the Museums Estate's fabric, facilities, displays and programmes will result in a richer and higher quality visit for all audiences, its real transformational potential is in terms of reaching out and connecting with groups of local people who are currently underserved as visitors and are target audiences.
53. Access and inclusion are at the heart of the approach to audience development, so that barriers relating to gender, socio economic background, ethnicity and disability are addressed across audience groups to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently and independently.
54. Specific plans for people with particular access needs will run throughout the engagement approach for each audience group, ensuring a wide range of people

feel welcome and fully served. Gaining insight from people who are visually impaired, deaf, have physical or learning disabilities, but who fall within the target audience groups defined for the project, will ensure that capital work, interpretation and formal and informal engagement programmes are designed to meet their specific needs. The museum is working with the user led groups within the protected characteristic groups to develop plans for effective and efficient outreach.

55. Where Black, Asian and Minority Ethnic groups are under-represented in current museum audiences when compared to the local population, targeting of family and schools' audiences will be used as a route into broadening the ethnic diversity of museum audiences. Targeted invitations, infrastructure, facilities, resources and programmes for individuals and groups who are less likely to visit will be embedded throughout the project design and delivery.
56. Alongside working with a range of community partners to reach and involve target audiences from different socio-economic backgrounds, the project will also work with DREC and DOTS Disability as strategic partners to support and challenge plans for inclusion.
57. All museums staff have undertaken EDI training and through ongoing training their awareness and confidence will be built on to ensure all visitors feel welcome. The service will also diversify its volunteer base and has the capacity to support a diverse range of volunteers sustainably.
58. Staff and volunteers will work together to develop a 'Welcome Manifesto' which will be displayed publicly. An Equality Impact Assessment approach will be used to ensure marketing and promotion events are accessible and inclusive.
59. The EIA process has revealed no adverse impacts as a result of the proposed changes. The development of these proposals and the assessment process has been robust and informed by best practice in the cultural sector. Consultation has entailed both formal and lived experience access audits, consultations with individuals and groups, identification of priority audiences who are currently underserved, a market assessment, tracking of all comments relating to EID, and a sector best practice review to understand barriers for typically underserved groups.
60. While we have identified areas for additional research and consultation, we have a high degree of confidence in our findings, and the expectation is that we will be able to further maximise the benefits of the changes through this additional work.
61. Ultimately, positive impacts as a result of the changes will bring about a step change in increasing access to and participation in cultural activity across protected characteristics. The proposed changes will actively engage people as contributors in shaping and being part of the project. Increased cultural engagement and participation has considerable potential for positive outcomes, including improved mental and physical wellbeing and improved quality of life and opportunity. The proposals actively foreground in inclusion of diverse perspectives, multiples voices and representation of cultural diversity, this has the potential to lead to greater inter-group understanding, contributing to improved social cohesion.

Summary of risk assessment

62. The principle risks of not making this decision will be:
 - a. Reputational: if Cabinet does not recommend submission of the NHLF round 2 application there is a very strong risk that the Council's reputation with the

NLHF and the community will be impacted negatively. If Cabinet does not recommend additional prudential borrowing partnership funding the project will be constrained and the Council will not be able fully to deliver on the project aims, including income generation for financial sustainability. The result will be a Museum Estate which does not deliver on its potential to support the Big Plan priorities and this is likely to be reputationally damaging for the Council. The strength of support for culture, in particular during Covid, from government, national and local funders and throughout the community, including in consultation for these projects, is evidence of the absolute importance attached to it by the public.

- b. Economic: the redevelopment proposals will deliver on key placemaking, tourism and economic agendas to improve infrastructure, talent retention, prosperity and productivity, which are all even more essential during and in recovering from the COVID crisis. Additional invest to save borrowing will maximally leverage the momentum and opportunity of the capital redevelopment project to deliver against all these areas, as well as for income generation from visitors to support the sustainability of the service. The risk of not supporting the recommendations is an increased reduction in these benefits.
- c. Wellbeing, Skills, Education: if the recommendations are not supported, there is a risk that the wellbeing, skills and learning enhancements that the project promises to deliver will be less likely to be achieved.

Background papers

None

Appendices

Appendix 1 EIA Assessment: Our Museum Project Form 3

Appendix 2 Decision Impact Assessment Report: DIA No.130

Appendix 3 Financial implications Scenario 1

Appendix 4 Financial implications Scenario 2

Equality Impact Assessment: Report and EIA Action Plan

Purpose

This is the narrative report that you will complete when you have captured your evidence and identified any negative impacts that require mitigation.

This is an important part of the process and should not be skipped over.

When reading the conclusion, decision makers need to be able to easily see:

- if there are any adverse impacts,
- what they are,
- who is affected
- what is going to be done about it.

Detail the positive impacts too. Decision makers should easily see the benefits of the proposed changes.

If there are no impacts one way or another you need to explain how you came to that conclusion, by summarising the assessment process.

Where there is insufficient information to make an informed decision the EIA process will need to be revisited.

Policy/Service under development/review:	Poole Museum Service
Service Lead and Service Unit:	Michael Spender, Destination and Culture
People involved in EIA process:	Alison Smith, Rachel Martin, Katie Heaton (Destination and Culture EDI Rep), Rebecca Rossiter, Michael Spender
Date EIA conversation started:	31/05/2018

Background

AIMS AND OBJECTIVES – of the Project

Poole Museum Service (we use the terms ‘Poole Museum’, ‘the museum’ or ‘the service’ synonymously in this document) is undertaking a Capital Redevelopment Project (‘the project’) will transform Poole Museums into a modern, thriving cultural space and community hub that greatly enriches the experience of Poole Quay and of Old Town equally for all visitors. The purpose of the project:

- a. complete urgent conservation works to the Town Cellars and Scaplen’s Court;
- b. improve accessibility and welcome of our spaces and offer for all, update visitor facilities, meet increasing demand, and transform the visitor experience;
- c. deliver 1,540m² of exciting new displays and public facilities including opening up 650m² of currently inaccessible or underutilised heritage assets for regular public access in order to significantly increase the scale and appeal of the visitor offer
- d. significant 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;

- e. attract more visitors to the Quay and Old Town – the ‘Quay Quarter’ – to create a vibrant and appealing cultural space, increasing engagement and dwell time.

OUTCOMES – as a result of the Project

- a. long-term financial sustainability of the service by diversifying and increasing earned income, and organisational resilience as a result of increased cultural profile, a strong and growing Poole Museum Foundation membership base, staff and volunteer skills development, development of and deepening of relationships with a wide range of community partners;
- b. development of and deepening of relationships with a wide range of community partners, contributing to community growth and resilience.
- c. increased visitor numbers, with diverse new audiences, increased visitor dwell time, and repeat visits
- d. enhanced guardianship of public collections and buildings
- e. rejuvenation and an enriched experience of Poole Quay and Poole Town for the community and visitors, it will attract more visitors to the Quay and Old Town – the ‘Quay Quarter’ – to create a vibrant and appealing cultural space, increasing engagement and dwell time, and economic growth by making Poole a more attractive place to live, work, and visit.

ASSOCIATED SERVICES, POLICES, PROCEDURES

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

BCP EDI Policy (<https://bcpcouncil.sharepoint.com/:b:/s/EqualityandDiversity/EapcHNevuAxBqfljpJkt-mIBeJlm19x2hvSSvtYWeZRAdg?e=qWfp9R>)

PEOPLE AND GROUPS

This is a list of the main people, or groups (and any other stakeholders involved), that this changes to the service as a result of the project is designed to benefit:

Groups of People

- BCP residents
- Visitors to BCP area
- The cultural sector in BCP in particular the creative industries
- BCP businesses and the tourism and hospitality industry
- Young people in educational settings including primary schools, secondary schools, special schools and further and higher education
- Families especially those on lower incomes, young parents and those with children with SEND
- Older people over 65 including carers and cared for and those facing social isolation

- Artists and creatives including digital creative industries
- Staff and volunteers
- Local History Societies and Arts Groups

Other organisations, statutory, voluntary or community

- BCP partners including Children's Services and Communities team
- Community Groups and partners working with older people and carers including PramaLife, Crisp Carers and Community Action Network
- Dorset Race & Equality Council
- Access groups and organisations including DOTS Disability, Access Dorset, Parent Carers Together
- Tourist Information Centre
- History Centre users
- Local schools

SUPPORTING EVIDENCE

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:

- a) **INITIAL CONSULTATION (SUPPORTED BY BCP INSIGHT TEAM):** Consultation was undertaken between 31st May to the 29th June 2018 with BCP residents, stakeholders, and local businesses. A total of 855 responses were received to the main open survey, 14 responses from stakeholder survey, and 24 responses from the business survey.
- b) **ONGOING CONSULTATION:** Extensive additional consultation and engagement was undertaken from June 2020 with 24 stakeholders who work with and represent target audiences for the project. The main external funder, the National Lottery Heritage Fund, has a mandatory inclusion outcome: 'a wider range of people will be involved with heritage'. Access and inclusion are at the heart of the ambitious approach to audience development for the Our Museum project, to ensure that barriers relating to gender, socio economic background, ethnicity and disability are tackled across audience groups to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently, and independently. Consultation has informed project development to ensure that capital work, interpretation and formal and informal engagement programmes meets specific needs, includes, welcomes and inspires, and represents diverse histories and cultural narratives. Specifically, consultation and engagement has taken place with under-served groups or their representatives such as Access Dorset, Dots Disability, Dorset Race Equality Council and community groups.
- c) **INITIAL ACCESS AUDIT:** 2018 Quality Check by People First Forum – recommendations for:
 - improved facilities and interpretation
 - café provision including Easy Read,
 - Changing Places toilet
 - Microwave for heating food
- d) **INITIAL CONSULTATION WITH DOTS/ACCESS DORSET:** Oct 2020 Consultation with Access Dorset / DOTS highlighted need for access to museums for those without a formal education, current lack of provision of BSL and provision for families with children with SEND

- e) **LIVED EXPERIENCE ACCESS AUDIT:** Dec 2020 Access Audit by DOTS Disability – site visit by group facilitator followed up with zoom session with participants with lived experience of disability – written report with key findings relating to:
- Wayfinding
 - getting to the museum
 - getting around the museum
 - interacting and taking part in activities
 - the café, toilets, stairs and lift
- f) **FORMAL ACCESS AUDIT:** December 2020 Access Audit by Access Matters – a formal access audit at the start of RIBA-2 design phase for capital works to ensure that development of the scheme is inclusive. **Access Matters have been commissioned to carry out inclusive design reviews at each RIBA stage.** The audit assessment is based on the following criteria: • The provisions in Approved Document Part M of the Building Regulations, 2015 edition. Volume 2: Access to and use of buildings. • BS8300-1:2018 Design of an accessible and inclusive built environment. Part 1: External environment – Code of Practice • BS8300-2:2018 Design of an accessible and inclusive built environment. Part 2: Buildings – Code of Practice • Sign Design Guide – A Guide to Inclusive Signage. P. Barker and J. Fraser, JMU 2004 • Other current good practice guidance as relevant. Access Matters will draw out key findings from DOTs disability ‘lived experience’ and Kids in Museums report to ensure these are prominently positioned in the access audit and inclusive design reviews. Access Matters will identify key areas for the museum to work with the inclusive reference group to inform design choices. Key findings include:
- A consolidated approach to pre-visit access and orientation, pre-visit information in clear print, audio description and a choice of formats.
 - Accessible parking/drop off
 - Step-free routes and level access
 - Horizontal and vertical circulation improvements
 - Accessible WC provision
 - Acoustics and lighting
 - Reliance on visual interpretation
 - Safe and dignified egress in emergencies
- g) **PRIORITY AUDIENCE CONSULTATION:**
- Nov 2020 Consultation with PramaLife and Crisp Carers – identified barriers for carers and older people. Highlighted need for respite for carers, social interaction, able to take part in creative activity. Highlighted importance of access, improved lift, drop off points and parking. Also reaching those who cannot visit the museum in person or without access to technology
 - Oct 2020 Session with Carers Reference Group to identify barriers to access for carers and cared for persons. Highlighted importance of adequate space to move around, accessible interpretation and quiet spaces
 - Oct 2020 Interview with BCP Children’s Services staff (Family Hubs and Short Breaks teams) to identify barriers for access for families on lower incomes, young parents and families with children with SEND. Highlighted importance of a welcoming environment without judgment, hands on activities, regular activities to interact with others, accessible interpretation
- h) **KIDS IN MUSEUMS AUDIT:** Dec 2020 Kids in Museums a sector organisation that promotes a manifesto to result in more families and young people accessing museums performed a Family Friendly audit of Poole Museum and Scaplen’s Court which made recommendations to improve visitor offer for families. Findings included:
- Providing family-friendly interpretation

- Visits should be easy and comfortable
- Breastfeeding welcome attitude
- Cloakroom and buggy area
- Improvements to toilets
- Encourage intergenerational activity
- Invest in accessible resources to support visits by families (including ear defenders and fidget toys)
- Communicate offer clearly
- Collaborate on development of offer and resources with families
- Consider what different family members need from their visit and provide ways for them to explore together
- Ensure there is enough to do for under-5s
- Include opportunities for parent/carers and children to play together, Enable children and young people to become consultants as part of Takeover Day
- Check heights of displays
- Promote family friendliness online

i) **MARKET ASSESSMENT:** Alongside detailed consultation, a **market assessment** was undertaken in December 2020 focussing on the BCP area, with additional insight drawn from a comparison with the hyper-local Poole Town Ward area. The assessment drew on data from the 2011 Census Statistics; BCP Insight team; Audience Agency; Wessex Museums Partnership; Arts Council; Visit England and Visit Dorset; Dorset LEP; and central government briefing documents. This assessment identified underserved, gaps in provision and highlighted potential opportunities for audience development in the project.

- With a high level of over 65s in the local population, there is an opportunity to both deepen engagement with this group, as well as reaching out through targeted work to deliver social impact with local older people who currently are not engaged and have been identified as living isolated lives and potentially suffering from loneliness.
- Families comprise a large proportion of day trip visitors to Poole, so there is an opportunity to build on this already significant audience, however, more targeted work with hyper-local audiences will reach families from lower socio-economic backgrounds and deliver deeper impact and benefits.
- Black, Asian and Minority Ethnic groups are under-represented in current museum audiences when compared to the local population and those within an hour's drive time. Whilst this under-representation isn't large, it is clear from the demographic data that by targeting family and schools, the ethnic diversity of museum audiences could be broadened.

j) **AUDIENCE DEVELOPMENT REPORT:** In December 2020/January 2021 **audience development report** undertaken as part of the NLHF activity planning process identified audience development priorities for the project ('target audiences'). Establishing clearly defined priority groups will ensure the project reaches its full potential in terms of resonance, relevance and reach. This specifically addresses EDI considerations and identifies which audiences the service currently underserves and proposes approaches and partners for audience development;

- Families and 65+ audiences with prior low engagement with heritage and from lower socio economic backgrounds are currently underserved by the museum. This is particularly true of these audiences within Poole Town Ward.
- Large 65+ community locally, high care home and sheltered housing provision, high loneliness scores particularly in Poole Town Ward.
- Those with long term health conditions and disabilities are underserved by the museum across all audience groups.

- Local schools, especially with high Pupil Premium numbers are currently underserved by the museum - particular focus on engagement and cultural capacity development for schools and potential pathways to local creative FE, HE and industry offer.
- The creative industries are a key local economic driver, a strong cultural ecology helps support the development of the creative industries and the local HE offer is outstanding in this field. Experience seekers (likely to be graduates/or recent graduates) are the segment with most potential for growth within museum audiences.

k) **PROJECT LAB:** Engagement with the public included a 'Project Lab' which ran in the Temporary Exhibition Gallery in Poole museum between 3 Oct 2020 and 10 Jan 2021. 400 people have engaged through the project via the Project Lab and public events. 18 volunteers have supported the project as facilitators and with specific skills such as research or design. 216 people have directly participated in creative engagement and consultation events and activities including 'gallery shake-ups', academic round tables, play sessions, design workshops, and creative responses workshops – 101 of these participants were FE students working on collaborative design projects. As noted elsewhere, as a result of covid we were unable to engage directly with some groups, and this area needs further work as set out in the action plan. We tracked EDI comments as part of this process and these are listed below:

- Improved wayfinding
- More accessible and diverse interpretation and programming
- Loud and quiet zones, and sensory maps
- Engaging audiences of all abilities and ages with serious topics
- Marginal and absent histories in displays and collections need to be addressed including histories of slavery and People of Colour, LGBTQ+ histories, women's histories or histories of poverty and inequality
- Histories of ordinary, everyday people including fishermen, seafarers, families of seafarers, not rich merchants
- Contextualising challenging historical objects and narratives for example Benjamin Lester in the wider context of trade, slavery and the role of women in maritime history at the time, to show a nuanced but critical approach to the era and topic, linking to Black Lives Matter
- The museum is not helpful for those that need encouraging to get involved - people without an existing interest in history will not want to come
- There was a clear imperative to include more diverse stories and histories of minorities not commonly represented in history
- Students asked to see diverse histories in the museum, including exhibits on slavery and a decision to display critical and controversial topics in gallery spaces. There was also an interest in including spaces for debate around these themes rather than didactic displays. There was also a recognition of the museum's nationalistic and colonial role as an institution. Students also made the point that visitors to the museum tend to be white and middle-aged, and that diversifying exhibits could diversify audiences.
- Students showed a statistical understanding of demographics in Poole, including low education, skills and cohesion of different ethnic groups. There was a clear interest in turning the museum into a community centred space including publicly-voted exhibits and the creation of spaces to bring the people of Poole together. Suggestions included working with students or artists to re-interpret collections and histories, freshening these for younger and more diverse audiences.
- the idea of the museum as a community hub, a people-led, co-creative space which can strengthen the voices of members of Poole's community and bring people together.

- l) **REVIEW OF ALL CONSULTATION DATA:** We specifically reviewed all consultation notes for comments relating to equalities and protected characteristics groups – the key findings were as follows:
- The museum needs to provide a welcoming and understanding environment for people to cross the threshold and to feel welcome
 - Interpretation needs to be more accessible and less reliant on text.
 - Hands on interactives provide new ways for different people to engage with the collections and stories
 - Accessible facilities are important to an enjoyable overall visit including ground floor toilets
 - Wayfinding to the museum is important including disabled parking bays and ability to drop off
 - Representation of multiple viewpoints and stories are important to make sure people from diverse ethnic and social backgrounds are represented
- m) **EDI COMMENTS ON SOCIAL MEDIA:** We tracked comments relating to EDI about the museum and redevelopment project on social media
- Analysis of Google reviews and Trip Advisor for EDI comments generally reveal positive references to access and facilities, however, do reference size of labels being too small
 - Facebook comment relating to Project Lab highlighted need for digital resources for those that cannot make it to the museum
 - We didn't check specifically for EDI comments on social media as part of the 2018 consultation, this was captured within the survey. We will ensure these are tracked going forwards.
- n) **BEST PRACTICE REVIEW:** Sectoral best practice has been reviewed to understand barriers for less engaged groups. These reports include:
- Government's Taking Part survey
 - Let's Create – Arts Council's case across the board for creative learning, young people, artist and talent development
 - Age UK – creativity and wellbeing in older life
 - Kids in Museums – hurdles to participation
 - Vocaleyes – report on Access

PRIORITY AREAS FOR ADDITIONAL CONSULTATION

- a) As a result of covid – we were unable to reach people who were not able to or not comfortable visiting the Project Lab or taking part in events within the museum. Where possible engagement events were moved online which enabled more people to take part than otherwise would have been the case, but we recognise this is a barrier for some. Therefore, additional consultation will be held with people within our key audience groups including families with children with SEND, formal education providers with an emphasis on schools with higher percentage of pupil premium, special schools. We have commissioned experience activity planning consultants to support this consultation and audience development work. A plan for this additional consultation is in production Feb/March 2021 and is noted in the action plan below.
- b) March 2021 Inclusive Reference group to be set up with the assistance of DOTS Disability to cover range of impairments groups and protected characteristics including someone from the black community and someone from the LGBT community. A budget is in place for reward and recognition and BSL interpretation. Access Matters will identify key areas for the museum to work with the inclusive reference group to inform design choices as part of the inclusive design reviews.
- c) April 2021 we have commissioned local disabled people's organisation DOTs disability to work with us as a strategic partner to support Poole Museum in the co-creation of a 'Welcome' manifesto, a

project in collaboration with our inclusive reference group, staff, volunteers, and academic researchers at AUB Human

- d) We have explored the provision of a changing places WC with BCP as part of the wider regeneration plans for the quay and lower high street, this has been discussed as part of the design development with Access Matters and DOTs disability. Provision of a changing places WC in the locality would greatly improve accessibility to the area. We will continue to discuss with BCP colleagues and advocate for the provision of facilities.
- e) The co-creation of the new museum displays and activity will take place alongside all priority audience groups. Working in depth with priority groups to co-create new interpretation, resources and experiences that pay attention to meeting specific audience needs will result in a wider offer for the public that is a stronger one. The aim is to create a cultural asset at the heart of Poole which resonates with and reflects the contributions of the diversity of the local community and which in turn is representative of many perspectives and connects more meaningfully to every visitor. This work is ongoing throughout the development and delivery phases of the project, and will be an approach that is embedded as part of the museum's new 'Business as Usual'

RELEVANT EVIDENCE BASE

Please see below for a list (with links where available) to relevant research, census and other evidence or information that is available and relevant to this EIA:

- 2011 Census Statistics
- 2018 consultation report
- BCP Insight <https://public.tableau.com/profile/bcpinsight#!/>
- Audience Agency Area Profile Report 30 min drive time BH15 1BW November 2020 and Area Profile Report 60 min drive time BH15 1BW November 2020, Audience Agency
- House of Commons Briefing Paper, 7th July 2020 Informal Carers
- Visit England 2016 report
- Visit England 2018 report
- The State of Bournemouth, Christchurch and Poole Key Facts November 2019, BCP
- BCP Insight Ward Profiles
- The Economic Impact of Dorset's Visitor Economy 2019, The South West Research Company
- Covid-19 Economic Impact and Recovery Dorset July 2020, Dorset LEP
- National Arts Creative and Cultural Education Survey Research Findings July 2020, Bridge England Network
- Tech Nation Report 2017
- Dorset Local Industrial Strategy Draft, Dorset LEP
- Bournemouth, Christchurch and Poole Cultural Enquiry <https://bcpculturalcollective.co.uk/wp-content/uploads/2020/02/BCPCultural-Enquiry-Report-VF.pdf>

BEST PRACTICE BIBLIOGRAPHY

As part of our process we have reviewed and drawn lessons from the following best practice and guidance on EDI in our sector:

- 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>
- National Lottery Heritage Fund Inclusion Guidance <https://www.heritagefund.org.uk/good-practice-guidance/inclusion>
- Kids in Museums Access Resources, including exploring barriers that families face accessing museums <https://kidsinmuseums.org.uk/wp-content/uploads/2018/12/Hurdles-to-Participation.pdf>
- post covid schools insight on visiting <https://bridge.realideas.org/2020/08/17/national-school-survey-results/>

- State of Museum Access Report 2018 <https://vocaleyes.co.uk/state-of-museum-access-2018/> - access
- Creativity and Wellbeing in Older Life Report <https://www.ageuk.org.uk/bp-assets/globalassets/oxfordshire/original-blocks/about-us/age-uk-report--creative-and-cultural-activities-and-wellbeing-in-later-life-april-2018.pdf>
- Group for Education in Museums Case Studies 'Access and Inclusion' ISSN 1759-6378 and 'Early Years' ISSN 1759-6378
- Autism in Museums Resources <https://www.autisminmuseums.com/resources/>
- Welcoming families and young people with autism <https://kidsinmuseums.org.uk/resources/how-can-your-museum-better-welcome-familiesand-young-people-with-autism/>
- Breastfeeding welcome scheme <https://kidsinmuseums.org.uk/resources/thebreastfeeding-welcome-scheme/>
- Changing places toilet <http://www.changing-places.org/>
- Disability Collaborative Network Changing Places toilets information for museums and heritage organisations <https://www.musedcn.org.uk/2018/02/01/changingplaces-toilets-information-for-museums-and-heritage-organisations/>
- Kew Gardens access information <https://www.kew.org/kew-gardens/visit-kewgardens/accessibility#:~:text=Accessible%2otoilets&text=The%20two%20main%20toilet%20facilities,ticket%20desk%20at%20Brentford%20Gate.>
- How can your museum better welcome families with a wheelchair user? <https://kidsinmuseums.org.uk/resources/how-can-your-museum-better-welcome-familieswith-a-wheelchair-user>
- How can your museum better welcome families and young people who are blind or partially sighted? <https://kidsinmuseums.org.uk/resources/how-can-yourmuseum-better-welcome-families-and-young-people-who-are-blind-or-partially-sighted/>
- How can your museum better welcome families and young people who are D/deaf or hearing impaired? <https://kidsinmuseums.org.uk/resources/how-can-yourmuseum-better-welcome-families-and-young-people-who-are-d-deaf-or-hearing-impaired/>
- Welcoming special needs families resource <https://kidsinmuseums.org.uk/resources/welcoming-special-needs-families/>

EMPLOYEE MONITORING DATA

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

Findings

The table below summarises the findings

	Actual or potential positive outcome	Actual or potential negative outcome
1. Those of Different Age ¹	There is a wide body research that arts and culture can improve wellbeing and quality of life for older people and is beneficial to their wellbeing, creative development and confidence and this our social impact programme aims to improves the quality of life,	The barriers to older people engaging in cultural activity include location, transport, poor health (mental or physical), caring responsibilities, poor social networks, digital exclusion, and low income.

	Actual or potential positive outcome	Actual or potential negative outcome
	<p>using positive creative activity to support the improvement of the mental health and wellbeing of Hampshire's older people, making a positive change to their lives.</p> <p>Older people face a number of challenges in particular, loneliness and social isolation, and living with chronic health conditions and disability, including dementia. Covid-19 has exacerbated the risk factors for loneliness and social isolation including, bereavement, caring responsibilities, low income, poor physical and mental health, digital exclusion and transport connectivity.</p> <p>Improving access to and participation in cultural activity can potentially address the challenges faced by older people resulting in improved health, well-being, and quality of life for older people.</p> <p>Those under 18 are not included in this characteristic young people are a target audience for the project, with a particular focus on groups with low levels of engagement in cultural activity, and work with currently underserved families from lower socio-economic backgrounds. Locally targeted work will also have a focus to support parents and carers of SEND children and those with children under the age of 5.</p>	<p>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>With particular focus on those facing social isolation, the project will deliver accessible and lively content which supports lifelong learning both as a good day out or adult focused educational offer, those where the museum can offer a regular, amenity focused space to spend social time and feel connected through the catalyst Poole's cultural heritage and those who would like to contribute time through volunteering.</p> <p>Failure to overcome barriers to access for older people 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 this will negatively impact the project.</p> <p>The number of residents aged 65 and over in BCP is predicted to increase by 18% between 2018 and 2028. Reflecting its ageing population profile, BCP has a high proportion of residential and nursing care beds for its older population: 2,391 residential care beds and 2,248 nursing care beds per LA population aged 65+. This compares to national age standardised rates of 1,956 for residential care and 1,764 for nursing care.</p>
2. Mental of Physical Disability ²	<p>Engagement with arts and culture can have a transformative impact on disabled people, offering additional opportunities to enhance health and wellbeing as well as enrich lives. Disabled artists are an important cultural asset in the UK and their engagement will be a</p>	<p>Adults, children and young people with disabilities do not currently have equal access to cultural opportunities.</p> <p>Residents living within a 30 minute and 60 minute drive time of the museum, whose day-to-day activities are limited by a long term health problem or disability,</p>

	Actual or potential positive outcome	Actual or potential negative outcome
	<p>priority. Access to culture for those with disabilities, as well as access to platforms for work for artists with disabilities, will be equal to those of able bodied. Anti Ableist principles to support and protect disabled people will be embedded and promoted. Gaining insight from people who are visually impaired, deaf, have physical or learning disabilities will ensure that capital development work, interpretation and formal and informal engagement programmes are designed to meet their specific needs.</p>	<p>is in line with the average for England and Wales, at 18%. The rate is slightly higher for both residents of BCP and Poole Town Ward at 19% and 20% respectively.</p> <p>The project will work to eliminate those barriers or it will not achieve the positive outcomes. The museum must be advocates for access and inclusion to arts and culture.</p> <p>If the museum buildings, exhibitions, services, and the public realm do not provide equal physical access this will negatively impact the project and may breach the Equality Act.</p>
3. Sex	<p>Ensure that males and females have equal access to fully participate in cultural activity. Provision will be ensured for single sex cultural activity or participation within the exceptions defined in the Equality Act. Males dominate Art & Culture sectors. Females will be fully and as much as possible equally represented in cultural provision. 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.</p>	<p>Females are under represented in Art and Culture sector providers and as artistic participants. Ethnic females are further underrepresented. If the project does not seek to promote and improve representation of females across the sectors it will 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.</p>
4. Gender reassignment ³	<p>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.</p>	<p>Negative only if activity excludes or is biased against those individuals undergoing, intending to undergo or have gone through gender reassignment.</p>
5. Pregnancy and Maternity	<p>Cultural activity will be fully accessible to women who are pregnant or have young children. Cultural organisations have good policies and practices for pregnant</p>	<p>Negative only if opportunities are not made available for pregnant women or young families.</p>

	Actual or potential positive outcome	Actual or potential negative outcome
	women and those with young families. This is a priority audience for the service, and the museum and project will work with families to collaborate and co-create resources and an offer that meets the need of people who are pregnant and have young children. We will follow best practice guidelines from Kids in Museum (listed in resources above), and aim for recognition as a 'family friendly' museum	
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	People of all races will be enabled to engage and co-create through opportunities to participate in cultural activity. Black, Asian, and Ethnic Minorities will be positively encouraged to contribute, shape and be part of the project. They will have the same opportunities and have equal access to culture and its creativity. Black, Asian, and Ethnic Minorities heritage will be recognised and valued equally and they will have the same opportunities to participate, engage, provide and showcase. Black, Asian, and Ethnic Minorities will be represented fully in the workforce and at leadership levels	Black, Asian, and Ethnic Minorities are under represented in the Cultural Sector both in provision and participation. Black, Asian and Minority Ethnic groups are under-represented in current museum audiences when compared to the local population and those within an hour's drive time. If the project does not increase participation and engagement and contribution to the cultural programme the policy will not have achieved its aspirations. 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. Failure to engage these groups will result in lost opportunities for a vibrant cultural sector. Failure to take positive action to reduce inequality and access to cultural activity may breach the Equality Act.
8. Religion or Belief	People of all religions and beliefs will be enabled to engage and co-create through opportunities to participate in cultural activity. The religious heritage of our diverse faith groups will be recognised and valued. Minority faith groups will be encouraged to be part in cultural activity.	Negative if diverse religions and beliefs not recognised in cultural activity. Although the population is largely Christian other faith groups include Muslim, Hindu, Buddhist and Jewish. 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 project. Positive action will be taken to ensure where sexual orientation disadvantage varies across the groups (Heterosexual,	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

	Actual or potential positive outcome	Actual or potential negative outcome
	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.	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. Positive action will be taken to engaged the local Armed Forces community in cultural programming and activity. Veterans will be actively encouraged to engage and participate in cultural 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.
11. Low socio-economic status	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. 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. Disadvantaged families, children, and older people will be a priority. Positive action will be taken to engage under-served communities	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. 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. Poole Town Ward is the fourth most deprived ward in Poole. It includes two Lower Super Output Areas in the worst 20% nationally for multiple deprivation. Both children and older people in Poole Town Ward experience higher levels of income deprivation than BCP overall. 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. The project will actively work with range of community partners to reach and involve target audiences from a range of socio-economic backgrounds.
12. Carers	Caregiving can have a negative impact on a person's health and wellbeing if they are not given adequate support. Caregiving is complex and can take a toll on the carer both physically and mentally.	Drawing on information in the 2011 Census, there are more than 40,000 people providing informal care in BCP. According to research by Carers UK, caring responsibilities have increased during the Covid-19 pandemic.

	Actual or potential positive outcome	Actual or potential negative outcome
	<p>There are many young people acting as caregivers. These young carers can often miss out on some of the fun and social activities that their peers enjoy.</p> <p>The cultural sector can play a role meeting the needs of carers who may be in need of respite or social connection outside of a caregiving role. For younger carers this could be providing the chance to play and be creative and a focus on a creative outlet.</p> <p>A priority audience for the project will be families with additional caring responsibilities, including parents and carers of SEND children, and older people who are carers and those they care for.</p>	<p>Failure to engage carers and provide opportunities to engage in cultural activity will negatively impact the project.</p>
13. Human Rights	<p>The policy will benefit people by supporting their human rights to life, live free from discrimination and the right to freedom of expression.</p>	<p>An opportunity to challenge infringements to human rights would be missed if culture does not continue to champion such causes.</p>

Equality Impact Assessment: Action Plan

Issue identified	Action required to reduce impact	Timescale	Responsible officer
Further consultation with groups we were unable to engage directly with during Covid and lockdown	Working with Activity Plan consultants for focus group, interviews and consultation session	Feb/June 2021	Alison Smith/Rachel Martin
Further research with staff and volunteers about impact of changes to working conditions	EQIA process started,	March – June 2021	Alison Smith/Rachel Martin

Conclusion

Summary of Equality Implications:

1. The EIA process has revealed no adverse impacts as a result of the proposed changes. The development of these proposals and the assessment process has been robust and informed by best practice in the cultural sector. Consultation has entailed both formal and lived experience access audits, consultations with individuals and groups, identification of priority audiences who are currently underserved, a market assessment, tracking of all comments relating to EID, and a sector best practice review to understand barriers for typically underserved groups.
 2. While we have identified areas for additional research and consultation, we have a high degree of confidence in our findings, and the expectation is that we will be able to further maximise the benefits of the changes through this additional work.
 3. Ultimately, positive impacts as a result of the changes will bring about a step change in increasing access to and participation in cultural activity across protected characteristics. The proposed changes will actively engage people as contributors in shaping and being part of the project. Increased cultural engagement and participation has considerable potential for positive outcomes, including improved mental and physical wellbeing and improved quality of life and opportunity. The proposals actively foreground in inclusion of diverse perspectives, multiples voices and representation of cultural diversity, this has the potential to lead to greater inter-group understanding, contributing to improved social cohesion.
-

2 Prepared

by:
Date:

Equality Impact Assessment: Report and EIA Action Plan

Equality Impact Assessment Action Plan

Please complete this Action Plan for any negative or unknown impacts identified above. Use the table from the Capturing Evidence form to assist.

Issue identified	Action required to reduce impact	Timescale	Responsible officer
<i>e.g. the effect on disabled people is unknown</i>	<i>Undertake research and consultation</i>		

Date:

3 Prepared by:

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Decision Impact Assessment Report

Our Museum

DIA Proposal ID: 130

Assessment date: 29th July 2020

Assessor(s): Alison Smith

Support: Roxanne King



The Decision Impact Assessment (DIA) is a requirement of BCP Council's Financial and Procurement Regulations. It has been developed to help project managers maximise the co-benefits of proposals, reduce risk and ensuring that sustainable outputs and value for money are delivered through every project, plan, strategy, policy, service and procurement.

The following report highlights the opportunities and potential issues associated with the above titled proposal. It has been assessed against a number of themes and shared with BCP Council Theme Advisors for internal consultation. The RAG ratings and additional information have been provided by the project manager and may or may not have incorporated feedback from theme advisors. Results should be scrutinised by decision-makers when considering the outcome of a proposal.

The results of this DIA will be combined with all other assessments to enable cumulative impact data across a wide range of data sets. Individual DIA reports should be included in proposal documentation and made available to decision makers for consideration. Cumulative impact reports will be produced annually or as required by the Climate Action Steering Group and Members Working Group.

For questions and further information, please contact Sustainability Team at DIA@bcpcouncil.gov.uk

Please note: This report is in a draft format and may appear different to future DIA reports.

Decision Impact Assessment

SIA Proposal ID: 130

Welcome Roxanne King

Proposal Title: Our Museum



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 Our Museum
Type of Proposal Procurement
Brief Description Procurement of a full design team for development and delivery phases of the Poole Museum Heritage funded museum project.
Assessor Alison Smith, Our Museum Project Manager
Directorate Regeneration & Economy
Service Unit Destination & Culture
Estimated Cost Between £100k and £500k
Ward(s) Affected Poole Town

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	●	Sustainability strategy will be essential project driver based on RIBA 2020 Sustainability Strategy.	10% quality question as part of higher value tenders. Consideration of any immediate environmental concerns e.g. flood risk will be considered as part of the planning process. Specialist consultancies and services will be commissioned if required.
Communities and Culture	●	Striving for best practice in community engagement, co-creation and active participation of core and target audiences as a basis for positive place-making and cultural regeneration.	Comprehensive impact evaluation framework to set targets and measure performance.
Waste & Resource Use	●	Water and resource will be a key factor in sustainable decision making for exhibition development and building development.	Comprehensive impact evaluation framework to set targets and determine progress towards goals.
Economy	●	Economic growth and sustainable communities is a key outcome tied to funding from National Lottery Heritage Fund.	Comprehensive impact evaluation framework to set targets and determine progress towards goals.
Health & Wellbeing	●	Health and wellbeing is an overarching project theme in terms of programming activity as a result of the project as well as during the development. One particular example will be addressing access through the design and access statement to create safe environments for all impairment	Comprehensive impact evaluation framework to set targets and determine progress towards goals.

		groups. Health and wellbeing is another key priority for National Lottery Heritage Fund and one which we are required to deliver strongly against.	
Learning & Skills		One activity strand in the project activity plan concerns skills and learning directly and includes formal and informal learning, outreach, working with HEIs and FE colleges, schools and a wide range of partners to deliver learning, skills, placements, volunteer development, live student projects and careers days.	Comprehensive impact evaluation framework to set targets and determine progress towards goals.
Natural Environment		Consideration of rain water harvesting, waste water drainage and waste will be considered as part of building services work. Public realm and green planted areas will be a focus of both design and project activity.	Ecology surveys will be commissioned at the beginning of the design process.
Sustainable Procurement		Sustainable procurement will be prioritised including local supply where practicable.	Ongoing review of sustainable practice will be captured when the project is complete and building is in use to ensure the highest standards of sustainability.
Transport & Accessibility		Facilities for safe bike storage and security will be provided for public and staff. Shower facilities noted in client brief to support staff cycling to work.	Review of staff office space required in view of new remote working experiences.

Scenario 1: Poole Museum & Scaplen's Court Development

Core assumptions					
1) Capital outlay of £3.9m - including professional and design fees, surveys and investigations, public realm works and 10% contingency. This allows for relocation of café to Scaplen's Court, additional wedding and room hire potential, and enhanced 3rd floor gallery at Poole Museum. Works estimated to be completed December 22 to December 23, with the majority of capital outlay incurred 2023/24					
2) Funding will be from a mix of sources, including external grant, third party, match funding from trusts and foundations (see total below). All external funding to be confirmed in advance of works progressing					
3) PRU borrowing to be repaid from net additional income from customers / visitors / wedding receptions. Borrowing will be taken out in 2023/24 - repayable from 2024/25 onwards. This is net additional income , with 2% inflation per annum					
4) PRU borrowing at Invest to Save low risk rate of 3% over 25 years. Assume borrowing will be undetraken for building related expenditure - with asset life of 40 years. Council has option to increase period of borrowing from 25 years to 40 years (life of asset). This would further improve net annual revenue position, but cost the Council more in interest repayment. This project is a regeneration scheme, a by-product of which is income generation. PWLB borrowing is therefore permissible under HM Treasury guidance					
5) Major Repairs allowance included from Year 10 onwards to maintain asset in good condition, based on 0.8% of current asset value (excluding land) + capital investment is proposed. This is an indicative allowance only, that will ultimately be informed by (and make financial provision for capital costs arising from the service's 25 year building maintenance plan currently under development) to be funded. There is as yet no other specific budget provision for capital costs anticipated within the 25 building maintenance plan. There is the potential for some of this cost to be met from revenue budgets for Estate maintenance.					
6) Assumes Museums Storage will continue to be provided off-site (current Hatchpond)					
7) Assume additional revenue operating expenditure and investment / asset value increases by 2% each year					
8) Net revenue pressure over MTFP of £87k - reflecting lost income during construction phase. Net annual surplus from first full year of new operation					

Project outlay			Museum	Scaplens	Total		
			£	£	£		
Building improvements			1,693,935	822,880	2,516,815		
Additional Investment Design Gallery 3rd Floor			300,000	0	300,000		
Professional fees			172,089	37,711	209,800		
Public realm			50,000	50,000	100,000		
			2,216,024	910,591	3,126,615		
Contingency and inflation			25%	700,000	95,409	795,409	
Capital outlay			2,916,024	1,006,000	3,922,024		
Revenue engagement spend (including professional fees, project management and central support)					319,601		
Project Outlay					4,241,625		
Project funding			HLF Grant	HE Grant	Third Party	BCP	Total
			subject to bid	secured	ongoing	secured	
			£	£	£	£	£
Capital							
Heritage Lottery Funding			1,920,637				1,920,637
Historic England				478,174			478,174
Community Infrastructure Levy						200,000	200,000
Third Party / Fundraising					300,000		300,000
Prudential Borrowing						1,023,213	1,023,213
Revenue							
Heritage Lottery Funding			319,601				319,601
Project funding			2,240,238	478,174	300,000	1,223,213	4,241,625

Key Financials - over 25 years		Inc Major Repairs	Exc Major Repairs
		£k	£k
		4,242	4,242
Project outlay			
Financial viability		£k	£k
Net additional income over 25 years		(3,928)	(3,928)
Major Repairs Allowance		2,057	0
Borrowing Requirement (repaid over asset useful life)		1,023	1,023
Interest cost of borrowing (@ 3% over 25 years)		446	446
Net 25 year surplus (including Risk Premium)		(402)	(2,459)

Projected Cashflow Summary		Inc Major Repairs	Exc Major Repairs
		£k	£k
Net revenue cost to BCP over MTFP (2021/22 to 2023/24)		87	87
Net saving to BCP for next 10 years (2024/25 to 2033/34)		(624)	(847)
Net saving to BCP for next 10 years (2034/35 to 2043/44)		76	(1,181)
Net saving to BCP for next 5 years (2043/44 to 2047/48)		59	(518)
Net 25 year surplus (including Risk Premium)		(402)	(2,459)
Risk Premium (difference between Invest to Save rate 3% and PWLB		131	131
Net 25 year surplus - without additional Invest to Save risk		(533)	(2,590)

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Scenario 2: Scaplen's Court Development only

Core assumptions		
1) Capital outlay of £956k - including professional and design fees, surveys and investigations and 10% contingency. This allows for relocation of café to Scaplen's Court, additional wedding and room hire potential. Works estimated to be completed December 22 to December 23, with the majority of capital outlay incurred 2023/24		
2) funding includes £478k Heritage England funding - confirmed. Requires 50% match funding, including £200k CIL approved for Poole Museum, but repurposed to Scaplen's Court . Remainder to be funded from £278k Prudential borrowing		
3) PRU borrowing to be repaid from net additional income from customers / visitors / wedding receptions. Borrowing will be taken out in 2022/23 - repayable from 2023/24 onwards. This is net additional income , with 2% inflation per annum		
4) PRU borrowing at Invest to Save low risk rate of 3% over 25 years . Assume borrowing will be undertaken for building related expenditure - with asset life of 40 years. Council has option to increase period of borrowing from 25 years to 40 years (life of asset). This would further improve net annual revenue position, but cost the Council more in interest repayment. This project is a regeneration scheme, a by-product of which is income generation. PWLB borrowing is therefore permissible under HM Treasury guidance		
5) Major repairs allowance included from year 10 onwards to maintain asset in good condition, based on 0.8% of current asset value (excluding land) + capital investment is proposed. This is an indicative allowance only, that will ultimately be informed by (and make financial provision for capital costs arising from the service's 25 year building maintenance plan currently under development) to be funded. There is as yet no other specific budget provision for capital costs anticipated within the 25 building maintenance plan. There is the potential for some of this cost to be met from revenue budgets for Estate maintenance		
6) Assume additional revenue operating expenditure and investment / asset value increases by 2% each year		
7) Net revenue pressure over MTFP of £26k - reflecting lost income during construction phase. Project produces net annual surplus from first full year of new operation		

Key Financials - over 25 years	Inc Major Repairs £k	Exc Major Repairs £k
Project outlay	956	956
Financial viability	£k	£k
Net additional income over 25 years	(2,882)	(2,882)
Major Repairs Allowance	442	0
Borrowing Requirement (repaid over asset useful life)	278	278
Interest cost of borrowing (@ 3% over 25 years)	121	121
Net 25 year surplus (including Risk Premium)	(2,041)	(2,483)

Project outlay	Assumptions	£
Capital building improvements - Poole Museum		0
Capital building improvements - Scaplen's Court		822,880
Capital professional fees - Poole Museum		0
Capital professional fees - Scaplen's Court		37,711
		860,591
Contingency and inflation	11%	95,409
Capital outlay		956,000
Project Outlay		956,000
Project funding	Assumptions	£
Capital		
Heritage Lottery Funding		0
Historic England		478,174
Community Infrastructure Levy (repurposed from Poole Museum)		200,000
Third Party / Fundraising		0
Prudential Borrowing (for building improvements year 0)		277,826
Revenue		
Heritage Lottery Funding		0
Project funding		956,000

Projected Cashflow Summary	Inc Major Repairs £k	Exc Major Repairs £k
Net cost to BCP over MTFP (2021/22 to 2023/24)	26	26
Net saving to BCP for next 10 years (2024/25 to 2033/34)	(839)	(887)
Net saving to BCP for next 10 years (2034/35 to 2043/44)	(846)	(1,116)
Net saving to BCP for next 5 years (2043/44 to 2047/48)	(382)	(506)
Net 25 year surplus (including Risk Premium)	(2,041)	(2,483)
Risk Premium (difference between Invest to Save rate 3% and P	36	36
Net 25 year surplus - without additional Invest to Save risk	(2,077)	(2,519)

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CABINET

Report subject	Management & development of leisure centres
Meeting date	14 April 2021
Status	Public (contains confidential appendices)
Executive summary	<p>The Council has made a corporate commitment to increase leisure provision and help people participate and lead more active and healthy lives.</p> <p>To support this commitment, the report makes recommendations regarding the management & development of leisure centre facilities including: the provision of a short-term management contract with Everyone Active in Poole; the development of a new £1m synthetic turf pitch at Rossmore Leisure Centre; and BH Live's Business Plan.</p>
Recommendations	<p>That Cabinet RECOMMENDS to Council the;</p> <ul style="list-style-type: none"> (a) Approval of a new short-term management contract for leisure centres in Poole with current operator Everyone Active in accordance with confidential Appendix 1; (b) Approves £0.7m prudential borrowing to support the total £1.2m cost of developing a new Synthetic Turf Pitch (STP) at Rossmore Leisure Centre (subject to planning approval & grant funding) and the replacement of the existing pitch carpet at Two Riversmeet Leisure Centre, in accordance with the finance plan in Appendix 3; (c) Notes that the Rossmore STP scheme is expected to be supported by up to £0.5m grant funding from the Football Foundation and other third parties; (d) Delegation to the Service Director for Destination & Culture and the Director of Finance (S151 Officer), in consultation with the Portfolio Holder for Tourism, Leisure & Culture, to finalise the details and related funding arrangements for (1) and (2); and (e) Note BH Live's Business Plan for 2021/22.
Reasons for recommendations	<ul style="list-style-type: none"> 1. Delivery of the Council's corporate commitment to increase leisure provision and help people participate and lead more active and healthy lives. 2. The unprecedented impact of COVID-19 on the Council and

	<p>its leisure partners.</p> <p>3. To address a strategic need for Synthetic Turf Pitch provision, meet customer demand, enhance service provision at Rossmore LC and resolve a maintenance issue at Two Riversmeet LC.</p> <p>4. Delivery of the Council's Built Sports Facilities and Playing Pitch Strategies with significant financial support from sports charity, the Football Foundation.</p>
Portfolio Holder(s):	Portfolio Holder for Tourism, Leisure and Culture, Councillor Mohan Iyengar
Corporate Director	Kate Ryan – Corporate Director
Report Author	Anthony Rogers – Head of Leisure
Wards	All Wards
Classification	For Decision

1. Background

1.1 The Council has made a corporate commitment to increase leisure provision and help people participate and lead more active and healthy lives (see Corporate Strategy - background papers). It supports many different types of facilities, services, activities and events to enable this in formal and informal settings.

1.2 In general, activity levels amongst BCP's 400,000 residents meet the UK average however, the 2020 Sport England Active Lives survey identified that up to 25% of our residents are in-active, doing less than 30mins of activity each week. Public leisure centres make a significant contribution to enabling active healthy lifestyles with sport & physical activity having a positive impact on people through improved physical and mental wellbeing, educational attainment, social cohesion and economic development. A recent study by UK Active shows estimates that public leisure facilities contribute nationally over £3.3bn in social value.

1.3 Management

1.3.1 The Council owns eight public leisure centres which form a vital part of the sports and leisure infrastructure in the area and there are various management models and operators across these facilities:

- Two Riversmeet Leisure Centre in Christchurch (2RM) is managed internally by the Council's Leisure Service
- BH Live manage facilities in Bournemouth (Littledown, Pelhams and Stokewood – lease end 2035)
- Everyone Active manage facilities in Poole (Rossmore, Dolphin and Ashdown – lease end 2021) and
- Bournemouth YMCA manage The Junction in Broadstone (lease end 2068) respectively.

- 1.3.2 COVID-19 has had a severe impact on the leisure sector and whilst industry estimates vary, full business recovery to pre-COVID levels could take 1-2 years. As a result, the Council is providing significant financial support to its contractors and a review of management arrangements for BCP leisure centres (see background papers - Cabinet Jan 2020) has been postponed whilst the market stabilises and will be undertaken as soon as possible during 21/22. The review will explore the options for leisure centres to: contribute to a wider vision for sports & leisure; generate capital investment to improve facilities and enable revenue savings; provide a service that integrates with health & wellbeing through prevention at scale generating longer term savings elsewhere for the Council.
- 1.3.3 The contract with Everyone Active (EA), which started in 2006 is due to end on 31st May 2021. To allow time to undertake the review and implement its findings, a short-term management contract with EA is required. EA is the trading name for Sports & Leisure Management Ltd and they manage other leisure facilities within the region including Blandford, Weymouth, Fareham, Hamble, Slough, Taunton and Bristol. BCP Council also has leases for leisure and cultural provision with BH Live, YMCA, Poole Lighthouse and Hampshire Cultural Trust.
- 1.3.4 BH Live's 'Business Plan' 2021/22 (Appendix 2), is presented for information and identifies the key challenges and opportunities in the year/s ahead as the business seeks to recover from the effects of the global pandemic.

1.4 Development

- 1.4.1 There are a range of development opportunities and maintenance issues within the Councils leisure centres and it is anticipated that reports will be brought to future Cabinet and Council meetings as appropriate setting out proposals to address these at individual sites.
- 1.4.2 The recently adopted Playing Pitch Strategy (PPS) highlights a shortage of local accessible Synthetic Turf Pitches (STPs) and the development at Rossmore Leisure Centre and replacement carpet at 2RM provides an opportunity to meet some of the shortfall as well as maintaining the current supply.
- 1.4.3 Detailed feasibility work started in 2019 and has been undertaken by the Football Foundation (FF), a sporting charity that helps communities improve their local football facilities in partnership with the Premier League and the Football Association. The project presents an opportunity for a significant service enhancement as part of the Councils Big Plan, at a major leisure facility/hub in an area of deprivation. A publicly accessible STP will provide BCP residents with access to a high-quality facility through community sports provision and support education use by the adjacent St Aldhelm's Academy and local schools. The proposal is supported by the Football Foundation (FF), Dorset County Football Association (DCFA), St Aldhelm's Academy, local football clubs and the Ward Councillors.
- 1.4.4 The 2RM STP carpet was installed in 2009 with a 10 year life expectancy. The biannual FA quality inspection in 2018 advised the carpet would require replacement within 18-24 months. Failure to ascertain the FA inspection certificate would mean 2RM would not be able to host FA accredited competitions resulting in

a loss of revenue. Further decline in facility quality will incur business defamation resulting in loss of general hire revenue.

2. Information and Options

2.1 Management - Leisure Centres in Poole

It is proposed that the Council enters a new short-term contract of up to 3yrs with Everyone Active, whilst it undertakes a wider review of the options for longer term management arrangements. The terms outlined in confidential Appendix 1 aim to: balance the uncertainties around future trading and market conditions; seek value for money & reduce the risks to the Council; and incentivise the operators.

Subject to Council approval, the direct award (with negotiations) of a new short-term contract could be made under procurement regulations which would enable the continuation of the service whilst the leisure market recovers. This approach also supports the Local Government Associations' recommendations for contract management following the COVID outbreak (see background papers).

2.1.1 Other options considered and discounted:

- a. Alternative options for contract terms, please see confidential Appendix 1.
- b. Change of operator – would be subject to an open market tender exercise which is not proposed due to the timeline and current market conditions/uncertainties resulting from COVID. Should the wider review of management recommend a longer-term contract for the Poole and/or Christchurch sites, then potentially the operators could also change twice within in a short period of time with associated service, financial and reputational issues for the Council.
- c. Management of the facilities in-house has been discounted due to the potential costs which include:
 - Increased salary & on-costs after TUPE approx. £200k/yr due to pensions
 - Significant additional business rates at £265k/yr.
 - Increased risk of 5% VAT partial exemption threshold being breached which could cost the Council £1.8m.
 - Organisational upheaval which may be repeated if the facilities are externalised following the wider review.
 - Facility maintenance (internal) becomes Council liability.
 - Loss of Everyone Actives economies of scale.

2.1.2 Summary of Financial Implications - See confidential Appendix 1.

2.2 Development – New Synthetic Turf Pitch (STP) at Rossmore Leisure Centre and replacement pitch carpet at Two Riversmeet Leisure Centre

A range of sites in Poole were considered for the new STP including Learoyd Road and Ashdown Leisure Centre. Rossmore Leisure Centre was considered the most appropriate for the following reasons:

- New STP would complement the existing site facilities
- Management vehicle already in place for the leisure centre

- Supported by St Aldhelm's Academy who currently control the land proposed for the development
- Does not constrain future potential development options
- The proposal attracts substantial external investment. Prudential borrowing will also be required as part funding towards the development, to be repaid from the new net additional income generated

2.2.1 The proposed layout of the STP is illustrated in Appendix 3b together with example images. It is a full-sized artificial pitch with a carpet and rubber crumb infill, surrounded by fencing with floodlights. The pitch can be divided and will be marked out for all levels of football. All equipment required for on-going maintenance will be supplied.

2.2.2 Rossmore Leisure Centre is a busy centre with over 600,000 annual visitors and additional car parking spaces and cycle storage facilities are being considered to accommodate additional visits to the STP. The leisure centre will promote the facility, manage bookings and maintain it to the required specification along with the other specialised facilities at this site. The Academy would have exclusive day time use on Academy days (Mon-Fri) and the community will have access from 5pm and at weekends and holidays, in line with the current joint use agreement.

2.2.3 A recent consultation with local football clubs has shown that there is strong local demand which supports the strategic need identified and provides reassurance regarding future occupancy and take-up.

2.2.4 Development Timeline

Action	Date
Project feasibility	Completed
BCP Cabinet/Council approved Playing Pitch Strategy	Completed
Consideration by BCP Cabinet/Council	April/May 21
Progression subject to approval:	
Instruct FF tender procurement (design/planning/construction)	June 21
STP carpet replaced at Two Riversmeet	December 21
FF Grant Application submission	January 22
FF Grant Panel award decision	April 22
Mobilisation and construction	June 22
Construction completed	September 22
Opening	Autumn 22

2.2.5 Summary of Financial Implications

Capital outlay and income projections

- 1) A summary of the key financial implications of the provision of a new synthetic turf pitch (STP) at Rossmore Leisure Centre and replacement pitch carpet at Two Riversmeet Leisure Centre is provided in **Appendix 3a**. If approved, the Council will invest £1.2m into leisure centre pitches in Poole and Christchurch, utilising £475k of external funding and £727k of new prudential borrowing.
- 2) £1.1m Rossmore Leisure Centre cost estimates are largely based on a site specific feasibility report undertaken by the Football Foundation and the Council's Transportation Service. They include provision of a new STP and lighting, as well as new car parking and cycle facilities. Appropriate allowance is also made for professional fees, surveys, investigations and contingency. Capital works will be undertaken by a Football Foundation approved contractor, using a Design & Build framework. The £0.1m estimate for replacement pitch carpet at Two Riversmeet Leisure Centre (which has reached life expiry) is also based on independent cost estimates.
- 3) Rossmore development work will not commence until third party funding is confirmed (and where relevant supported by appropriate funding agreements). This includes confirmation of final Football Foundation grant (£425k currently assumed) and other third-party contributions. BCP and St Aldhelm's Academy are working together to attract third party funding (£50k currently assumed).
- 4) Financial viability of the £1.2m has been assessed over a 20 year period, which is the estimated useful life of the Rossmore STP. It forecasts new net pitch hire income from the Rossmore STP over 20 years and estimates are based on comparative data at other local sites. They are cautious estimates that focus on pitch hire income only and increase with Bank of England target CPI of 2% only each year. No allowance is made for potential consequential increases in non-pitch hire income (for example food & beverage and gym membership) at Rossmore Leisure Centre.
- 5) No adjustment is made within the financial viability model for income at Two Riversmeet Leisure Centre where the replacement pitch carpet will safeguard existing (rather than generate new) income of between £80k and £100k per annum, which is at risk should the carpet not be replaced. Carpet replacement is assumed to take place over two weeks in winter – and is therefore expected to have a modest impact of around £5k on income generation at the site.
- 6) Additional operational expenses including site management (leisure centre operator), insurance, general maintenance, cyclical site inspections, annual rubber crumb top-up, and utilities have been allowed for within financial modelling - with annual spend also increasing by 2% inflation per annum.
- 7) The Rossmore STP will have an estimated useful economic life of 20 years. The Football Foundation require a £25k/yr provision to be made for carpet replacements, which is anticipated every 10 years. It may be possible to extend the life of the surface beyond this depending on the type of use and maintenance programme. The fencing and LED lights are predicted to last 20 yrs and at the end of its useful life a new business case may be required for the replacement of these assets.

Financial viability

- 8) Around (£2.1m) additional pitch hire income is forecast over the 20 year life of the new pitch. This reduces to a net overall surplus of (£0.23m) over the 20 year period after operational expenses, replacement of pitch at year 10 and repayment of prudential borrowing.
- 9) Prudential borrowing is assumed to be repaid over 20 years, reflecting assumed lifespan of the main asset. As the Council has prior experience of STP's, the low rate BCP Invest to Save rate of 3% has been applied. This has the benefit of creating additional 'risk premium' of £77k within the financial viability assessment. Risk premium is the difference between Invest to Save rate of 3% and current PWLB 20 year borrowing rate of 2.13% (PWLB published rates 2 March 2021). Should the Council choose to exclude any risk premium allowance, the overall 20 year net surplus increases from (£0.23m) to (£0.31m). Borrowing costs will be factored into the MTFP once business case is approved.
- 10) New pitch hire income from Rossmore is anticipated from 2022/23. Six months of income has been assumed in 2022/23, increasing to full year in 2023/24. Borrowing repayments commence in 2023/24, the year after capital spend is incurred. This means a modest net surplus of (£23k) is forecast over the period of the MTFP, consisting of (£24k) surplus in 2022/23 and £1k pressure in 2023/24. Repayment of prudential borrowing at 3% means additional net revenue pressure of £4k in 2024/25 and £1k in 2025/26 is anticipated, with ongoing annual net surplus from 2026/27. The new revenue pressures are comparatively small and will be managed within existing leisure revenue budgets. Similarly lost income of £5k from Two Riversmeet pitch carpet replacement will also be managed from within leisure service unit budgets.

Projected Cashflow Summary	£k
Net surplus over 3 year MTFP (2021/22 to 2023/24)	(22.6)
Net surplus years 4 - 10 (2024/25 to 2031/32)	(15.4)
Net surplus to BCP for years 11 - 20 (2033/34 to 2042/43)	(194.8)
Net 20 year surplus - including Risk Premium	(232.8)
Risk Premium (difference between Invest to Save rate 3% and PWLB)	76.9
Net 20 year surplus - without Risk Premium	(309.7)

Financial risks

- 11) The primary purpose of the £1.2m proposed capital investment is to invest in infrastructure required to meet BCP strategic priorities. Income generation is a secondary outcome. PWLB borrowing for the project is therefore permissible under HM Treasury guidance.
- 12) Capital outlay remains an estimate until planning permission is granted and works are tendered. In the event of final costs exceeding current estimates the Council would seek further external funding from the Football Foundation, seek CIL funding, or potentially increase prudential borrowing allocated to the scheme.

- 13) Appropriate accounting and governance processes will need to be established to ensure that all pitch hire from Rossmore Leisure Centre is transferred to BCP (and not leisure centre operator).
- 14) Legal agreements will need to be in place with regard to Football Foundation funding and Academy use of and responsibilities in relation to the pitch.
- 15) The business case considers the first 20 years of the asset only. A fresh business case for replacement of e.g. fencing and lighting, is likely to be required in 20 years time.

Value for Money

- 16) As well as non-financial benefits of installation, pitch hire income forecast over the life of the new pitch is sufficient to cover capital outlay and annual operational expenditure.
- 17) All works will be appropriately tendered / frameworks used in accordance with BCP procurement processes.

VAT implications

- 18) The project has been reviewed from VAT perspective and no immediate risks have been identified. Assuming the lease agreement with Everyone Active is not substantially altered and it remains in line with the approved HMRC model, all VAT incurred on capital works at the Poole Leisure Centre will be fully reclaimable. It is recommended the contract is reviewed from a tax perspective before it is finalised to ensure the VAT position is not affected.
- 19) The proposed works at the Two Riversmeet Leisure Centre are directly attributed to a taxable supply of sport services which means that all VAT incurred will also be fully reclaimable.

3.0 Summary of Legal Implications

3.1 Provision of leisure centres is not a statutory duty however, there are specific risks to wider council-led priorities and delivery of statutory duties which are reliant on leisure facilities. For example, upper tier and unitary councils have a statutory duty for public health. This includes the improvement of the local population's health by contributing to healthier lifestyles and mental wellbeing and reducing health inequalities, obesity rates and physical inactivity.

3.2 The Council will need to enter a new short-term agreement with Everyone Active. The form of contract will be determined by the officers in the legal and procurement services but is likely to contain similar contractual provisions to the current agreement.

3.3 BCP will need to enter into a legal agreement with the FF to secure the grant for the new STP. The fields are leased for education use and the Council and St Aldhelm's Academy will need to enter into a deed of partial surrender to cover the change in leased area (subject to approval by the Secretary of State). A Joint Use Agreement (JUA) between BCP and St Aldhelm's enables Academy access to sports facilities which would need to be updated to reflect the addition of a new STP.

4.0 Summary of Human Resources Implications

4.1 Everyone Active employ over 300 staff within the BCP area representing over 90 full time equivalent jobs. Currently most staff are furloughed under the government's job retention scheme.

4.2 The new STP at Rossmore LC would be managed by the leisure centre operator. Project management through construction to handover will be overseen by Officers in D&C and Property Services.

5.0 Summary of Sustainability Impact

5.1 The new STP at Rossmore LC would be built using the approved framework design from the FF. The floodlights will be LED and the rubber crumb is made from recycled rubber . The design includes a containment barrier around the pitch to ensure any infill within it is contained. There are also boot cleaning stations and decontamination gates/grates to mitigate any infill migrating outside of the controlled zone.

6.0 Summary of Public Health Implications

6.1 The facilities and services provide at leisure centres form a vital part of the BCP areas leisure, sports and cultural infrastructure and support the strategic priorities of the Council. They enable residents and visitors to lead active healthy & enriched lifestyles, participate in a wide range of activities and play a key role through direct initiatives such as exercise referral schemes. As such, any changes to provision can have implications on public health and well-being which should be considered as part of decision making.

7.0 Summary of Equality Implications

7.1 There are no equality implications directly linked to the decision for a new short-term arrangement for sites in Poole with current operators Everyone Active however, the facilities and services they operate provide a wide range of services which are accessible to all equality groups, who would be significantly impacted should the service be interrupted or the facilities close.

7.2 We have considered the current and future users of the facilities (loss of grass pitch and future STP) particularly in relation to the protected characteristics groups and can mitigate the negative impacts and promote a series of benefits in relation to the development of the STP – please see the Equalities Impact Assessment in Appendix 3.c. Mitigation includes assistance with appropriate footwear via the Academy or Kids Initiative Charity, availability of alternative grass pitches and different access arrangement to play football via the partner football club sessions or Academy.

7.3 There are a number of benefits from this development which would assist the protected groups primarily a quality, safe, managed, enclosed, all weather and floodlight environment to exercise within, particularly benefiting women and girls, those with special needs and those on low incomes. The new STP facility will be available to all, through community and club bookings. During term time the Academy will have access for its students for education use.

8.0 Summary of Risk Assessment

8.1 In awarding a new short-term contract to EA, the Council will ensure continued service with minimum disruption and upheaval across the three well utilised Poole leisure facilities. This allows the Council to focus its resources on the wider review of leisure centre management. Should the facilities return to being managed in-house there are likely to be financial risks and organisational burden.

8.2 Potential Risks to the STP project Include:

Risk	Action	Rating
Planning permission refused	Pre app advice being sought	Low
FF grant declined	Project developed in partnership with FF in one of their priority areas	Low
Other external funding not forthcoming	Prudential borrowing level could be reviewed subject to business plan	Medium
Secretary of State refuses change of lease line	A joint application could be made to FF, seek further legal advice	Low
Rental income not forthcoming	Current facilities are oversubscribed, consultation undertaken, forecasts are cautious	Low

Background Papers

UK Active - Physical Activity: A Social Solution 2017 LINK:

<https://www.ukactive.com/news/public-leisure-generates-over-3-3bn-in-social-value-to-the-uk/>

Cabinet minutes 12th February 2021 - Corporate Strategy: Revised Delivery Plans – Fulfilled Lives) LINK:

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=4260&Ver=4>

BCP Playing Pitch Strategy LINK:

<https://democracy.bcpccouncil.gov.uk/documents/s20356/Enc.%201%20for%20Playing%20Pitch%20Strategy%202020%20-%20202033.pdf>

BCP Local Facility Football Plan LINK:

<https://localplans.footballfoundation.org.uk/local-authorities-index/bournemouth-christchurch-and-poole/bournemouth-christchurch-and-poole-local-football-facility-plan/>

Cabinet minutes 15th January 2020 - Review of Leisure Centre Management

LINK:

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=285&MId=3725&Ver=4>

LGA Guidance - "Options for councils in supporting leisure providers through COVID-19" (April 2020) LINK:

<https://www.local.gov.uk/sites/default/files/documents/Options%20for%20councils%20in%20supporting%20leisure%20providers%20through%20COVID-19%20WEB.pdf>

Appendices

CONFIDENTIAL

Appendix 1: Management of Leisure Centres in Poole: Short-term contract proposal
Inc. Max Associates review of SLM's contract extension proposals

Appendix 2: BH Live's Business Plan 2021/22

PUBLIC

Appendix 3: Rossmore Leisure Centre Synthetic Turf Pitch and Two Riversmeet
Leisure Centre replacement pitch carpet

- a. Financial Business Plan
- b. Proposed layout and imagery
- c. Equalities Impact Assessment

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of the Local Government Act 1972.

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Financial Business Plan - Rossmore and Two Riversmeet STP's

Core Assumptions	
1) Basis of costs from site specific Feasibility Report undertaken via the Football Foundation framework and specialist consultant. Capital outlay includes allowance for planning, legal and lease restrictions fees as well as overall project contingency of £109k. Capital works will be undertaken by a Football Foundation approved contractor, using a Design & Build framework. Costs include £110k carpet replacement at Two Rivers Meet (2RM) centre. This investment is required as the existing pitch has reached life expiry. It will safeguard income generated from 2RM, estimated to be between £80k and £100k per annum.	
2) Assumptions for additional income projections are solely focussed on new income from Rossmore site. They are cautious estimates that are based upon similar local facilities e.g. DCFA, Football Foundation experience (£75k-£90kpa) and draft usage plan. The Academy will not be paying directly for use of the pitch but will ensure it is clean before it transfers to the Leisure Centres use. The AGP will form part of the Joint Use Agreement between the Academy & BCP. Additional income generated from the Rossmore site will be received by BCP (and not form part of the overall SLM open-book based contract). No allowance is made from other potential income increases (e.g. catering and increased gym membership). Income assumed to increase by 2% for inflation each year only. No allowance is made within the model for income forgone during carpet replacement at 2RM, which are estimated to be completed over 2 weeks over winter (when pitch hire is not at its peak), and therefore not material for financial modelling	
3) Additional operational expenses including site management, insurance, general maintenance, cyclical site inspections, annual rubber crumb top-up, and utilities have been allowed for within financial modelling - with annual spend increasing by 2% inflation per annum	
4) The Rossmore STP will have an estimated useful economic life of 20 years. The Football Foundation require a £25k/yr provision to be made for carpet replacements, which is anticipated every 10 years. It may be possible to extend the life of the surface beyond this depending on the type of use and maintenance programme. The fencing and LED lights are predicted to last 20 yrs and at the end of its useful life a new business case may be required for the replacement of these assets.	
5) This project is determined to be an infrastructure / regeneration project. PWLB borrowing is therefore permissible under HM Treasury guidelines. The Council's low rate Invest to Save rate of 3% has been applied to £727k of new borrowing required, to be repaid over 20 years (the estimated useful economic life of the asset). Risk premium (the difference between low risk Invest to Save Framework rate of 3% and PWLB borrowing rate of 2.13% (as at 2 March 2021) is £77k over the borrowing period. There is some capacity to increase the level of additional borrowing required, in the event of costs exceeding estimates and / or external grant not being secured at levels assumed. Separate approval will be sought for this in the event it is required. Construction works will not commence until all funding required is secured.	
6) Football Foundation grant funding of £425k - BCP and DCFA have been working together on the proposed project for 18 months. BCP is a priority area for the FF and DCFA, BCP & FF have a good partnership relationship which has been strengthening as the project progresses. The FF framework is being followed to ensure a positive outcome at award stage. The FF normally award at 40-50% of the build costs. FF funding will be supported by a legal funding agreement. Additionally BCP is working in partnership with the Academy to seek further external funding opportunities (e.g. Talbot Village Trust). £50k assumed for this.	
7) Ownership of the asset will remain with BCP, with use by the Academy during the day, and community use at all other times. Operational running of the pitch will be delivered by leisure operator	
8) Timeline - open for Autumn 2022	

Capital Investment	£
Site clearance, Excavation & groundworks	60,000
Contract Prelims	39,000
Drainage	24,000
Pitch Foundation & Base	199,000
Artificial Grass Surface	147,000
Perimeter Fencing	61,000
Sports Equipment & Furniture	24,000
Floodlighting (LED)	73,000
Hard Standing Areas	20,000
Reinstatement	7,000
Maintenance Equipment	15,000
Contractors Other Items	96,000
PCSA Fee	10,000
Contingency (5%)	38,750
FMC AGP Fees (RIBA Stages 3 to 7 inclusive)	15,935
STC Fees	5,000
Legals (AGP)	3,000
Car park and cycle storage	115,000
Two Rivers Meet (2RM) replacement carpet	110,000
Professional fees (Project Management BCP)	30,000
Contingency @ 10% BCP	109,269
Capital Outlay	1,201,954

Key Financials - over 20 years		DO NOT AMEND - CELLS AUTO-POPULATE
		£k
Capital Outlay	1,202.0	
Financial Viability	£k	
Additional pitch hire income over 20 years	(2,107.8)	
Net operational expenses over 20 years	385.2	
Pitch replacement @ year 10	512.5	
Borrowing Requirement (repaid over asset useful life)	727.0	
Interest cost of borrowing (@ 3% over 20 years)	250.3	
Net 20 year surplus	(232.8)	
Projected Cashflow Summary	£k	
Net surplus over 3 year MTFP (2021/22 to 2023/24)	(22.6)	
Net surplus years 4 - 10 (2024/25 to 2031/32)	(15.4)	
Net surplus to BCP for years 11 - 20 (2033/34 to 2042/43)	(194.8)	
Net 20 year surplus - including Risk Premium	(232.8)	
Risk Premium (difference between Invest to Save rate 3% and PWLB)	76.9	
Net 20 year surplus - without Risk Premium	(309.7)	

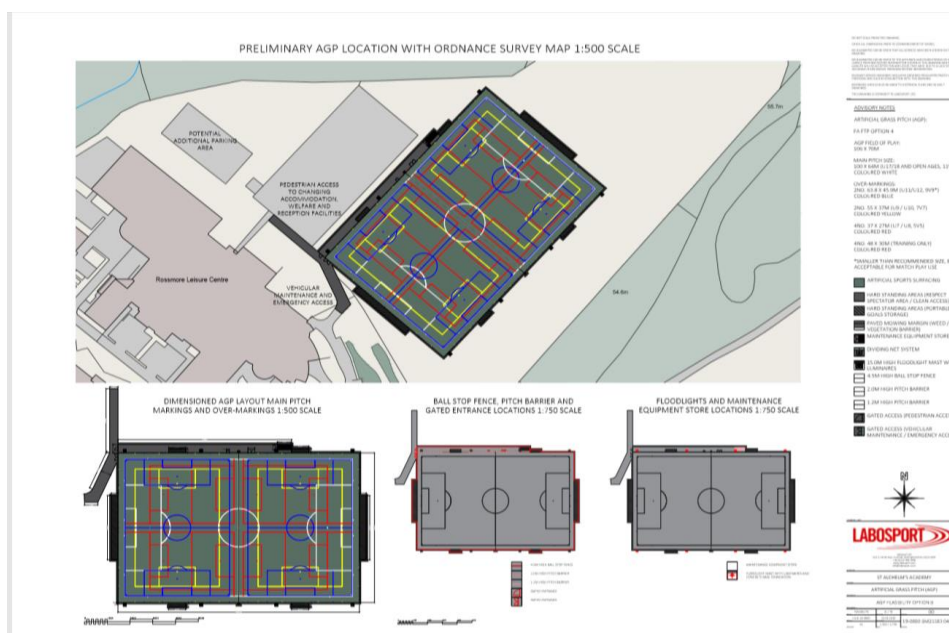
Capital Funding	£
Football Foundation Grant	425,000
Other external funding	50,000
BCP Prudential borrowing	726,954
Capital Funding	1,201,954

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Aerial photograph of Rossmore Leisure Centre & St Aldhelms School



Layout of proposed 3G Artificial Turf Pitch at Rossmore Leisure Centre & St Aldhelms School



Photograph of a similar 3G Artificial Turf Pitch for information



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Equality Impact Assessment: conversation screening tool

[Use this form to prompt an EIA conversation and capture the output between officers, stakeholders and interested groups. This completed form or a full EIA report will be published as part of the decision-making process]

Policy/Service under development/review:	Development of a 3G Synthetic Turf Pitch (STP) at Rossmore Leisure Centre
What changes are being made to the policy/service?	Removal of 2 full size grass pitches, replaced with full sized 3G STP and 9v9 grass pitch
Service Unit:	Destination & Culture
Persons present in the conversation and their role/experience in the service:	Sophie Bradfield Policy and Performance Officer, Jan Hill Recreation Development Team Leader, Jude Martin Recreation Development Officer.
Conversation dates:	11 March 2021
Do you know your current or potential client base? Who are the key stakeholders?	<p>Current:</p> <ul style="list-style-type: none"> Everyone Active (EA) – operator St Aldhelms Academy (StAA) – lease/user Local football clubs – hirers Local community – fireworks night Football Foundation – Charity Dorset County Football Association – National Governing Body for football <p>Future:</p> <ul style="list-style-type: none"> Everyone Active – operator St Aldhelms Academy – lease/user Local football clubs – hirers Key Partner Club – tbc (local football club) Football Foundation (FF) – Charity Dorset County Football Association (DCFA) – National Governing Body for football <p>The development is being undertaken with the FF and DCFA. Part of the grant conditions with the FF involve the drafting & implementation of a Football Development Plan, including working with a Key Partner Club. This will involve delivering particular outcomes for particular groups including women and girls, disability etc.</p>

Do different groups have different needs or experiences in relation to the policy/service?	<p>The new facility will offer a quality, safe, managed, enclosed, all weather and floodlight environment which will meet the needs of some of the protected characteristics groups, including:</p> <p>Gender, women & girls Age Low income Disability Gender Reassignment</p>
Will the policy or service change affect any of these service users?	Please see above/below.
What are the benefits or positive impacts of the policy/service change on current or potential service users?	<p>The new facility will offer a quality, safe, managed, enclosed, all weather and floodlight environment which will offer the protected characteristics groups opportunities, including:</p> <p>Gender - women and girls – more likely to play at this facility as it is managed, floodlight and safer environment. Age – all ages would feel safer from very young to older people. Competitive opportunities will be available via the partner club. Academy students will have daily access to a quality facility. Low income - partner football club will offer various coached opportunities for local families via club hired sessions. EA will offer discounted opportunities to those hirers who qualify via Access to Leisure & Learning discount scheme. Disability – special needs groups including those with learning disabilities, quality coached sessions via partner club. Gender reassignment – participants can come along changed however there will be the opportunity for individual changing cubicles within the leisure centre if required.</p>
What are the negative impacts of the policy/service change on current or potential service users?	<p>Appropriate footwear. Loss of two adult grass pitches</p>
Will the policy or service change affect employees?	New skills will need to be learnt by leisure centre staff to maintain the pitch. The facility will be cleaned (litter picked) prior to hand over from the Academy to Leisure Centre or Leisure Centre to Academy.

	The STP will enhance the service provision on offer at the Centre and the Academy.
Will the policy or service change affect the wider community?	The STP will enhance the service provision on offer at the Centre and the Academy.
What mitigating actions are planned or already in place for those negatively affected by the policy/service change?	<p>The need for appropriate footwear – this has been considered by St AA who are committed to assisting as required and the Kids Initiative charity who can supply appropriate footwear.</p> <p>The adult grass pitches are being replaced with a STP however there are other grass pitches available across the area, if clubs do not want to, or are unable, to hire the STP for whatever reason.</p> <p>Cost of hire – the partner football club will offer various sessions for the local community to participate in. EA will offer discounted opportunities to those hirers who qualify via Access to Leisure & Learning discount scheme. Academy students will have use of the facility during the Academy day.</p>
Summary of Equality Implications:	<p>There are no equality implications directly linked to the decision for a new short-term arrangement for sites in Poole with current operators Everyone Active however, the facilities and services they operate provide a wide range of services which are accessible to all equality groups, who would be significantly impacted should the service be interrupted or the facilities close.</p> <p>We have considered the current and future users of the facilities (loss of grass pitch and future STP) particularly in relation to the protected characteristics groups and can mitigate the negative impacts and promote a series of benefits in relation to the development of the STP – please see the Equalities Impact Assessment in Appendix 3.c. Mitigation includes assistance with appropriate footwear via the Academy or Kids Initiative Charity, availability of alternative grass pitches and different access arrangement to play football via the partner football club sessions or Academy.</p> <p>There are a number of benefits from this development which would assist the protected groups primarily a quality, safe, managed, enclosed, all weather and floodlight environment to exercise within, particularly benefiting women and girls, those with special needs and those on low incomes. The new STP facility will be available to all, through community and club bookings. During term time the Academy will have access for its students for education use.</p>

For any questions on this, please contact the Policy and Performance Team by emailing performance@bcpcouncil.gov.uk