

Notice of Overview and Scrutiny Board

Date: Thursday, 1 April 2021 at 6.00 pm

Venue: Virtual Meeting – Via 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=4315>

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

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

Disclosable Pecuniary Interest

Yes

Declare the nature of the interest

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

You are advised to leave the room during the debate

Local Interest

Yes

Declare the nature of the interest

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

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

No

Do you have a personal interest in the matter?

Yes

Consider the bias and pre-determination tests

You may need to refrain from speaking & voting

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

No

You can take part in the meeting speak and vote

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. 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.bcpCouncil.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.

5. Forward Plan

To consider and amend the Board's Forward Plan as appropriate and to consider the published Cabinet Forward Plan.

7 - 36

6. Scrutiny of Transport and Sustainability Related Cabinet Reports

To consider the following Transport and Sustainability related reports scheduled for Cabinet consideration on 14 April 2021:

37 - 90

- Highway Asset Management Policy and Strategy

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

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

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

7. Scrutiny of Homes Related Cabinet Reports

91 - 134

To consider the following Homes related reports scheduled for Cabinet consideration on 14 April:

- Homelessness and Rough Sleeping Strategy

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 Bob Lawton, Portfolio Holder for Homes.

The Chairs and Vice-Chairs of the Health and Adult Social Care and Children's Services Overview and Scrutiny Committees are invited to attend the meeting for consideration of this item.

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

8. Scrutiny of Transformation and Finance Related Cabinet Reports

135 - 140

To consider the following Transformation and Finance related Cabinet reports scheduled for Cabinet consideration on 14 April 2021:

- Futures Fund Governance

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

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

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

9. Future Meeting Dates 2021/22

To note the following proposed meeting dates and locations for the 2021/22 municipal year:

- 17 May 2021
- 14 June 2021
- 19 July 2021
- 23 August 2021

- 20 September 2021
- 18 October 2021
- 15 November 2021
- 6 December 2021
- 3 January 2022
- 31 January 2022
- 28 February 2022
- 4 April 2022

All meetings will be held via video conferencing until further notice.

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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OVERVIEW AND SCRUTINY BOARD

Report subject	Forward Plan
Meeting date	1 April 2021
Status	Public Report
Executive summary	The Chairman and Vice Chairman of the Overview and Scrutiny (O&S) Board have worked with Officers to identify the priority areas of work for the Board with contributions from the Board members. The work priorities of the Board have been developed on the basis of risk. The proposed Forward Plan is attached at Appendix A. The Board is asked to consider the proposals contained in the Forward Plan and approve or amend the contents. The current published Cabinet Forward Plan is attached at Appendix B to aid the Board in deciding on its priorities for scrutiny.
Recommendations	It is RECOMMENDED that the Overview and Scrutiny Board amend as appropriate and then approve the Forward Plan attached at Appendix A to this report.
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda.

Portfolio Holder(s):	Not applicable
Corporate Director	Graham Farrant, Chief Executive
Contributors	Lindsay Marshall, Overview and Scrutiny Specialist
Wards	N/A
Classification	For Decision

Background

1. All Overview and Scrutiny (O&S) bodies are required by the Constitution to consider work priorities and set these out in a Forward Plan. When approved, this should be published with each agenda.
2. The Constitution requires that the Forward Plan of O&S bodies shall consist of work aligned to the principles of the function. The BCP Council O&S function is based upon six principles:
 1. Contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend'.
 2. A member led and owned function – seeks to continuously improve through self-reflection and development. Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process.
 3. Engages in decision making and policy development at an appropriate time to be able to have influence.
 4. Contributes to and reflects the vision and priorities of the council.
 5. Agile – able to respond to changing and emerging priorities at the right time with flexible working methods.
3. The O&S Board may take suggestions from a variety of sources to form its Forward Plan. This may include suggestions from members of the public, Officers of the Council, Portfolio Holders, the Cabinet and Council, members of the Board, and other Councillors who are not on the Board.
4. The Constitution requires that all suggestions for O&S work will be accompanied by detail outlining the background to the issue suggested, the proposed method of undertaking the work and likely timescale associated, and the anticipated outcome and value to be added by the work proposed. No item of work shall join the Forward Plan of the O&S Board without an assessment of this information.

Summary of financial implications

5. When establishing a Forward Plan, the Constitution requires the Overview and Scrutiny Board to take into account the resources, including Councillor availability, Officer and financial resources, available to support their proposals.
6. To ensure sufficient resource availability across all O&S bodies, Officer advice is that, in addition to agenda items, one additional item of scrutiny inquiry work may be commissioned by an Overview and Scrutiny body at any one time. This may take the form of a working group or task and finish group, for example. Bodies commissioned by the Overview and Scrutiny Board may have conferred upon them the power to act on behalf of the parent body in considering issues within the remit of the parent body and making recommendations directly to Portfolio Holders, Cabinet, Council or other bodies or people within the Council or externally as appropriate.

Summary of legal implications

7. The Council's Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda.

Summary of human resources implications

8. N/A to this decision

Summary of environmental impact

9. N/A to this decision

Summary of public health implications

10. N/A to this decision

Summary of equality implications

11. Any member of the public may make suggestions for Overview and Scrutiny work. Further detail on this process is included with Part 4 of the Council's Constitution.

Summary of risk assessment

12. N/A to this decision.

Background papers

None

Appendices

Appendix A – Overview and Scrutiny Board proposed Forward Plan
Appendix B – Published Cabinet Forward Plan

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Forward Plan – BCP Overview and Scrutiny Board

Updated 08.03.21

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
	Meeting Date – 1 April 2021			
	Scrutiny of Cabinet Items The following items have been selected for Scrutiny prior to consideration by Cabinet at its meeting on 14 April: <ul style="list-style-type: none"> • Homelessness Strategy • Management & Development of Leisure Centres • Highway Asset Management Policy and Strategy • Regulatory Services and Licensing Enforcement Policy • Future of Planning in BCP • Our Museum: Poole Museum redevelopment • Futures Fund Governance 	To enable the Board to consider proposed Cabinet decisions and to make recommendations to Cabinet as appropriate.	Scrutiny of Cabinet reports and invitations to Cabinet Portfolio Holders to respond to questions.	Cllr B Lawton – Homes Cllr M Iyengar – Tourism, Leisure and Culture Cllr M Greene – Transport and Sustainability Cllr M Haines – Community Safety Cllr P Broadhead – Regeneration Economy and Strategic Planning Cllr Drew Mellor – Finance and Transformation
	Update from the Local Plan Working Group To consider an update from the Chairman from the last meeting of the Working Group which was held on 17 March 2021 to further consider the urban potential study.	To enable wider member involvement in the work being undertaken by the Group on the Local Plan and ensure that the Board receive regular updates.	Verbal update from the O&S Board Chairman	Councillor Philip Broadhead, Portfolio Holder for Regeneration, Economy and Strategic Planning
	Meeting Date - 17 May 2021			
	Scrutiny of Cabinet Items	To enable the Board to consider proposed Cabinet	Scrutiny of Cabinet reports and invitations to	

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
	<p>Items for scrutiny are still to be determined based on the Cabinet Forward Plan but will include the following:</p> <ul style="list-style-type: none"> Domestic Abuse Strategy 	decisions and to make recommendations to Cabinet as appropriate.	Cabinet Portfolio Holders to respond to questions.	
	<p>Tree management across the BCP area - TBD</p> <p>At its meeting on 2 November the Board agreed to include this item following consideration of a Councillor request.</p> <p>Update - Agreed at meeting of 7 December 2020 to consider the direction and timing of this item following a presentation from the Environment Portfolio Holder planned for February 2021.</p>	To enable the Board to have overview of this issue and contribute to the development of the related policy for BCP Council.	TBD	Cllr Mark Anderson - Environment, Cleansing and Waste
	<p>Enforcement Report – TBD</p> <p>Report requested by the Chairman and Vice-Chair to consider all types of enforcement undertaken by BCP Council including the organisational and financial implications of the provision.</p>	TBD	TBD	TBD
	<p>Resort Visitor Planning - TBD</p> <p>Following the update from the Portfolio Holder for Tourism Leisure and Culture and the subsequent issues raised on this issue at the Board's meeting on 1 March, the Chairman and Vice-Chairman have requested a report to the Board to provide an update on this issue.</p>	To enable the Board to received full information on this issue and make recommendations as appropriate.	Committee report	Cllr Mohan Iyengar - Tourism

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
Commissioned Work Work commissioned by the Board (for example task and finish groups and working groups) is listed below: Note – to provide sufficient resource for effective scrutiny, one item of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work.				
1.	Working Group – Development of the BCP Local Plan At its meeting on 7 December 2020 the Board agreed to establish a working group to assist in the development of the BCP Local Plan. The Group held its initial meeting on 20 January. Regular reports on recommendations and actions of the working group will be reported to the O&S Board.	To fulfil the 'overview' element of the Board's role in assisting with the development of policy	A Working Group. The Chairman was agreed as lead member with authority to determine final membership. Expected timescales – a number of working group meetings from Jan- May 2021.	Councillor Philip Broadhead, Portfolio Holder for Regeneration, Economy and Strategic Planning
2.	Working Group – Economy and Tourism Impact of Covid 19 Proposed at the Board meeting in July by the Chairman. Update - Agreed at meeting of 7 December 2020 to consider whether this item is still required following a presentation from the relevant portfolio holder planned for January 2021; an update on the council's response to the covid pandemic planned for February; and consideration of the Economic Development Strategy, also planned for February 2021 scrutiny.	TBC	Working Group has not yet met. The Board needs to determine if the Group is still required and how it would be reconstituted.	TBC

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
Items to be programmed				
The following items have been identified by the Overview and Scrutiny Board as requiring further scrutiny. Dates are TBC.				
Items previously agreed by the Board for Pre-Cabinet decision Scrutiny				
3.	Pay and Reward Strategy <p>The Board considered this issue prior to a Cabinet decision in September 2019. The Board requested that they have an opportunity for further scrutiny prior to Cabinet agreeing the final Strategy.</p> <p>Update – Report taken to the O&S Board meeting on 4 January – Board to determine if any further reports required</p>	To enable the Board to test, challenge and contribute to the development of the Strategy.	Scrutiny of Cabinet report and invitation to Cabinet Portfolio Holder to respond to questions.	Matti Raudsepp, Director of Organisational Development. Cllr Drew Mellor – Transformation and Finance
4.	Poole Town Centre Master Plan <p>At its meeting in December 2019 the Board requested to undertake further scrutiny of the Masterplan for Poole town centre prior to its further consultation</p> <p>Update - Agreed at meeting of 7 December 2020 to consider the requirement for this item following a presentation from the relevant Portfolio Holder planned for January 2021.</p>	To enable the Board the opportunity to further scrutinise the detail of the Master Plan for Poole Town Centre regeneration in further detail once drawn up and prior to further consultation.	TBC	Cllr Philip Broadhead, Portfolio Holder for Regeneration, Economy and Strategic Planning
Other items previously agreed by the Board				
5.	Lansdowne Digital Pilot	To enable the Board to maintain an oversight of the findings.	Chairman and Vice-Chairman to consider and determine the best	TBC

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
	<p>The Board requested, at its meeting in November 2019, that the findings of the continuous monitoring for the Lansdowne Pilot be reported.</p> <p>Update – Agreed at meeting of 7 December 2020 to retain this item until data is available to monitor using the public website regarding the Lansdowne Pilot - see the Electromagnetic Field (EMF) monitoring platform, available to view at the following link:</p> <p>https://emfmonitoring.arcatelecom.com/en/public/bcp-council-emf-monitoring/</p>		method for O&S Board to monitor this.	
6.	<p>Acquisition and Compulsory Purchase Order (CPO) Strategy</p> <p>At its meeting in December 2019 the Board requested to undertake further scrutiny of this strategy, which was referred to as part of the Poole Regeneration report.</p>	To enable the Board to test, challenge and contribute to the development of this strategy prior to its final adoption.	TBC	TBC
7.	<p>Review of Leisure Centre Management</p> <p>At its meeting in December 2019 the Board agreed to receive information from the consultants appointed to undertake the Leisure Services Review prior to its report back to Cabinet.</p>	To enable the Board to have an early opportunity to contribute to the development of the Leisure Centre Review.	TBC	Cllr Mohan Iyengar, Portfolio Holder for Tourism, Leisure and Culture
8.	<p>Road maintenance across the BCP area</p> <p>At its meeting on 2 November the Board agreed to include this item following consideration of a Councillor request.</p> <p>Update - Agreed at meeting of 7 December 2020 to consider the direction and timing of this item following</p>	To enable the Board to have overview of this issue and contribute to the development of the related policy for BCP Council.	TBD	Cllr Mark Anderson – Environment, Cleansing and Waste

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder
	a presentation from the Environment Portfolio Holder planned for February 2021.			
Recurring Items				
9.	Crime and Disorder Scrutiny To include scrutiny of the Community Safety Partnership annual report	To fulfil the Board's statutory responsibility for Crime and Disorder Scrutiny	Annual report – August	Cllr May Haines – Community Safety
10.	Green Credentials An annual report on the Council's progress to assess our performance against targets in respect of climate change.	To enable the Board to retain oversight of the Council's performance against climate change targets and make regular recommendations as required.	Annual Report to O&S in December	Mike Greene, Portfolio Holder for Transport and Sustainability

CABINET FORWARD PLAN – 1 APRIL 2021 TO 31 JULY 2021

(PUBLICATION DATE – 17 March 2021)



What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
The Future of Planning in Bournemouth, Christchurch and Poole	To update Cabinet on proposals and measures being put in place to enhance the Council's planning service and reputation, and to focus service delivery to the Big Plan and related development priorities.	No	Cabinet 14 Apr 2021	All Wards	CMB	Interim	Nick Perrins	Open
Poole Business Improvement District	To seek Cabinet approval to vote in favour of Poole Business Improvement District, in its re-ballot in May 2021	No	Cabinet 14 Apr 2021	Poole Town			Chris Shephard, Adrian Trevett	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Highway Asset Management Policy and Strategy	Cabinet approves adoption of the draft Highway Asset Management Policy and Strategy	No	Cabinet 14 Apr 2021	All Wards	Environment Services No requirement for public consultation	Completed	Gary Powell	Open
Management & Development of Leisure Centres	To seek approval for a short-term management contract for Poole leisure centres (LC) and the development of a synthetic grass pitch at Rossmore LC. To provide information on BH Live's Forward Plan	No	Cabinet 14 Apr 2021	All Wards	Rossmore STP Development – stakeholders and Ward Cllrs engaged	Rossmore STP Development – formal consultation via planning process	Anthony Rogers	Part exempt (Confidential appendix)

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
'Our Museum': Poole Museum Redevelopment Project	Update on development project, confirmation of proposed timetable for accessing agreed CIL and prudential borrowing, agreement for additional prudential borrowing proposal, approval to submit round 2 funding application to National Lottery Heritage Fund.	No	Cabinet 14 Apr 2021	Poole Town	Leader of the Council, Portfolio Holder for Tourism, Leisure and Culture, Finance and other internal stakeholders. (Public and external stakeholder engagement is a continual process for the duration of the project, 2018-24).	Internal consultation for this decision March 2020-March 2021. (Public and external stakeholder engagement for development of project plans, to date, 2018-March 2021)	Michael Spender	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP Homelessness Strategy	To co-produce a comprehensive and proactive homelessness strategy and related action plan for BCP.	Yes	Cabinet 14 Apr 2021	All Wards	BCP residents, Housing Portfolio Holder, All BCP Members, Adult Social Care, Children's Social Care, CCG, Police Homelessness Reduction Board and associated Partnership (included lived experience).	Launch event (Jan 2020), Public consultation and series of stakeholder workshop/ events Jan to June 2020.	Lorraine Mealings	Open
Housing Development Scheme - Craven Court	Approval to proceed with development scheme.	Yes	Cabinet 14 Apr 2021 Council 27 Apr 2021	East Cliff & Springbourne	N/A. Consultation completed.	N/A. Consultation completed.	Peter Friend	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Subsidised Charges for Pest Control Services	To outline options for the harmonisation of Pest Control fee subsidies for residents in receipt of qualifying benefits.	No	Cabinet 14 Apr 2021	All Wards	Draft report to be sent to Head of Customer Services	7 days	Peter Haikin	Open
Stour Valley Park Partnership and Strategy	To endorse BCP Council becoming a member of the Stour Valley Park partnership. Previously Bournemouth and Poole were signed up, but Christchurch was not. To inform Cabinet on the engagement, consultation and adoption timetable for the Stour Valley Park Strategy and Stour Valley Park Masterplan - funded through the Future Parks programme.	Yes	Cabinet 14 Apr 2021	Bearwood & Merley; Christchurch Town; Commons; East Southbourne & Tuckton; Kinson; Littledown & Iford; Mudeford, Stanpit & West Highcliffe; Muscliff & Strouden Park; Redhill & Northbourne			Michael Rowland	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Regulatory Services and Licensing Enforcement Policy	To provide a single Regulatory Services and Licensing Enforcement Policy across BCP consolidating the three legacy authority enforcement policies	No	Cabinet 14 Apr 2021	All Wards	Draft report to be sent to Head of Legal	7 days	Louise Jones	Open
Futures Fund Governance	To set out the governance arrangements for the £50 million futures fund from April 2021/22	No	Cabinet 14 Apr 2021	All Wards	To be determined	To be determined	Nicola Webb	Open
Acquisition of Kings Park Indoor Bowls Club (Kings Park)	To acquire the leasehold interest of Bournemouth Indoor Bowls Centre, Kings Park, Boscombe of which the Council is the freeholder.	Yes	Cabinet 14 Apr 2021	Littledown & Iford			Lesley Spain	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Potential Transfer of Play sites and Highcliffe Recreation Ground	To consider representations from the public consultation phase Disposal of Public Open Space procedure and, if satisfied that disposal is acceptable, the potential terms, conditions and legal requirements for the disposal of these assets to Highcliffe & Walkford Parish Council.	No	Cabinet 26 May 2021	Highcliffe & Walkford	Public Consultation is a statutory requirement. This report is to provide the results of consultation	Consultation, as noted in report to CPG on 29th October 2020, commenced 21st January 2021 and ended 19th February 2021. Public notices were placed on 21st and 28th January 2021 in Echo	Alan Ottaway, Michael Rowland	Open
Domestic Abuse Strategy and Delivery Plan	To consider the Domestic Abuse Strategy and associated Delivery Plans	No	Overview and Scrutiny Board 17 May 2021 Cabinet 26 May 2021	All Wards	Residents, Community Safety Partnership & voluntary groups	March-April 2021	Andrew Williams	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Capital Programme	annual report from children's services	No	Cabinet 26 May 2021	All Wards			Neil Goddard	Open
Fly-tipping and Fly-posting Enforcement Pilot	To seek approval to commission a private service provider for a 12 months pilot project, to conduct enforcement services for fly-tipping and fly-posting at zero net cost to the Council.	No	Cabinet 26 May 2021	All Wards			Peter Haikin	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Annual review of housing wholly owned companies	The Council as shareholder approved a 5 year plan in 2020 for activities within Seascope Group Limited in order to aid medium term planning. This report provides an annual update to the shareholder, as well as providing an annual update on the Bournemouth Building Maintenance Limited (BBML) wholly owned company	Yes	Cabinet 26 May 2021	All Wards	Board Directors Finance Housing Service Unit - Property Maintenance, Housing Options and Housing Delivery teams Development Service Unit	Input on proposed content of report	Lorraine Mealings	Open
Special Educational Needs & Disabilities and Inclusion Strategy	To seek agreement for BCPs shared partnership strategy for children and young people with special educational needs and disabilities.	Yes	Cabinet 26 May 2021	All Wards	Children and young people with SEND and their parent carers; early years settings; schools; colleges; health; voluntary sector.	Undertaken virtually (due to Covid) Summer 2020 and Winter 2020/21. In addition to developing the draft strategy in partnership (including the Council, parent carers and health).	Claire Webb	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP Housing Strategy 2021-2026	To share with members the new BCP Housing Strategy which will detail the current and anticipated future housing issues, setting out the priorities and delivery options to address local needs	No	Cabinet 23 Jun 2021	All Wards	All other BCP Services as well as many external stakeholders	Public consultation (12 weeks) with options paper along with a number of stakeholder engagement sessions	Lorraine Mealings, Kerry-Marie Ruff	Open
Recommendations following the public selective and additional licensing consultation	To review and consider the results of the 12 week public consultation and present recommendations to cabinet for the proposals whether to implement additional and/or selective licensing	Yes	Cabinet 23 Jun 2021	All Wards	Public	Public consultation underway 13/1/206/4/20	Sophie Ricketts	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Tourism and Destination Strategy	To agree the strategy for BCP	Yes	Cabinet 23 Jun 2021	All Wards	Portfolio Holder for Tourism, Leisure and Communities		Amanda Barrie, Chris Saunders	Open
Flag Flying Policy	Consolidation of flag flying policies for preceding authorities and consideration of other associated issues.	Yes	Cabinet 23 Jun 2021	All Wards	Appropriate Service Areas within the Council	Internal consultation as appropriate	Karen Tompkins	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Council Fleet Replacement Programme & Sustainable Fleet Management Strategy	<p>To acknowledge the financial impact of the varied approach to fleet replacement by legacy Councils on the BCP Sustainable Fleet Strategy.</p> <p>Approve a long term financing strategy to support a rationalised BCP Sustainable Fleet Strategy.</p>	Yes	<p>Cabinet 23 Jun 2021</p> <p>Council 13 Jul 2021</p>		Front line service units, finance and legal services.		Kate Langdown	Open
Council New Build & Acquisition Strategy	To provide an approach for the councils internal development programme and seek members approval to endorse the proposed strategy.	Yes	Cabinet 23 Jun 2021				Nigel Ingram, Kerry-Marie Ruff	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Crime & Disorder Reduction Strategy	To agree & adopt a BCP Crime & Disorder Reduction Strategy	No	Cabinet 28 Jul 2021	All Wards	Community Safety Partnership		Andrew Williams	Open
Community and Voluntary Sector Strategy	Adoption of compact dealing the Council's approach to working with the voluntary sector (harmonisation)	No	Cabinet 28 Jul 2021	All Wards	Voluntary sector organisations and internal departments.	Summer 2020	Cat McMilan	Open
Community Engagement and Consultation Strategy	Approval of strategy	No	Cabinet 28 Jul 2021		The community and internal departments.	Public consultation Jan to April 2020. Internal consultation April-May 2020.	Cat McMilan	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Corporate Asset Management Plan	To approve the Corporate Asset Management Plan	Yes	Cabinet 27 Oct 2021				Chris Shephard	
Library Strategy	To produce a library strategy across all BCP libraries and the development of libraries as neighbourhood hubs.	No	Cabinet Date to be confirmed					Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Dorset Flood & Coastal Partnership	To seek approval to evolve from the existing Dorset Coastal Engineering Partnership Agreement (between BCP Council and Dorset Council) to a Shared Service Agreement. This would include working to a single budget for the resourcing and management of the service, including a longer term shift to BCP acting as host employer. It is also proposed for the Shared Service to expand to include surface water management and therefore operate as the Dorset Flood and Coastal Partnership.	No	Cabinet Date to be confirmed	All Wards	Cabinet consideration is required by both BCP Council and Dorset Council.		Catherine Corbin, Matt Hosey, Julian McLaughlin	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Russell Coates Arts Gallery Museum Governance Report		No	Cabinet Date to be confirmed				Sarah Newman, Chris Saunders	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Beach Hut Policy	Harmonisation of policy, pricing, team location and booking system	No	Cabinet Date to be confirmed		To include the Portfolio Holder, the 4 local Beach Hut Associations, all Beach Hut owners, tenants, and for some of the work a more general consultation with BCP residents.	This consultation will be informal with the Portfolio Holder and Beach Hut Associations over the course of the project, and more formally supported by Chloe Durrant (BCP Principle Research Officer) with the Beach Hut Associations/ Beach Hut Owners & Tenants and if required a suitable sample of BCP residents over the duration of the drafting of the policy (between April 2020 and April 2021).	Andrew Brown	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Adoption of Ducking Stool Walk, Christchurch	To consider a request from Priory Mews Management Company for BCP Council to adopt the land and structures forming the Public Right of Way known as Ducking Stool Walk	No	Cabinet Date to be confirmed	Christchurch Town	Leader of the Council (Cllr Drew Mellor); Portfolio Holder (Cllr Mark Anderston); Ward Councillors (Cllr Peter Hall and Cllr Mike Cox);	Informal consultation to inform the report	Alan Ottaway	Open
BCP Economic Development Strategy		Yes	Cabinet Date to be confirmed					

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Western Gateway Sub-national Transport Body (STB)- Strategic Transport Plan	To advise Cabinet of the STB's intention to adopt its Strategic Transport Plan at its Board meeting in December 2020 subject to agreement of all its constituent members. This is also subject to the outcome of an active consultation period which will close on 31st July 2020.	No	Cabinet Date to be confirmed	All Wards	Portfolio Holders for Transport and Infrastructure and Environment and Climate Change.	A public consultation is active until 31 July 2020 https://westerngatewaystb.org.uk/	Julian McLaughlin, Ewan Wilson	Open
Children's Safeguarding Arrangements	To present reviewed arrangements	No	Children's Services Overview and Scrutiny Committee Cabinet Dates to be confirmed	All Wards			Rachel Gravett	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
Bournemouth Learning Centre conversion to a Special School Campus - Capital budget approval		No	Cabinet Date to be confirmed	All Wards				Open
Poole Regeneration Update	To update Cabinet and the public on projects and activities in Poole Town Centre	No	Cabinet Date to be confirmed	Poole Town	relevant stakeholders to the Poole Regeneration Programme		Chris Shephard	Open
Thistle Hotel, Poole Quay - Lease restructure	To seek authorisation to restructure a lease to enable a third party Hotel/Residential development to proceed	No	Cabinet Date to be confirmed	Poole Town			Rebecca Bray	Open

CABINET

Report subject	Highway Asset Management Policy and Strategy
Meeting date	14 April 2021
Status	Public Report
Executive summary	<p>Highway Asset Management principles enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enables the identification and management of the risks associated with our statutory duties to manage and maintain public infrastructure. It is a requirement of the Highway Infrastructure Asset Management Guidance and Well-Managed Highway Infrastructure produced by the Department for Transport (DfT), that highway authorities have an Asset Management Policy and Strategy. Each legacy authority had its own policy and strategy. In producing a new BCP Policy and Strategy for Highway Asset Management, we have reviewed these legacy documents against current best practice and produced a set of documents that can be adopted and will shape the way we deliver our highway maintenance programmes for the next 5 years in line with DfT requirements.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <ul style="list-style-type: none"> (a) Cabinet approves adoption of the draft Highway Asset Management Policy and Strategy; and (b) Cabinet delegates authority to the Director for Growth and Infrastructure, in consultation with the Cabinet Member for Transport and Sustainability, to approve the subsequent Asset Management Plan and other associated operational documents that will be produced following the adoption of the Policy and Strategy.

Reason for recommendations	By adopting the principles set out in the Highway Asset Management Policy and Strategy, this would enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enable the identification and management of the risks associated with the Council's statutory duties to manage and maintain public infrastructure. This will be used to inform the proposed highway maintenance programme and ensure that BCP Council are able to fully utilise funding awarded.
Portfolio Holder(s):	Cllr Michael Greene
Corporate Director	Kate Ryan
Report Authors	Gary Powell, Lynne Wait
Wards	Council-wide
Classification	For Decision

Background.

1. It is a requirement of the Highway Infrastructure Asset Management Guidance and Well-Managed Highway Infrastructure Codes of Practice that highway authorities have an Asset Management Policy and Strategy. These documents were in place for the legacy authorities, specifically the Bournemouth Borough Council Highway Infrastructure Asset Management Policy and the Borough of Poole Highway Asset Management Policy. Dorset County Council would have operated its own policy in managing the network within the legacy Christchurch area.
2. Effective highway asset management is fundamental to the delivery of the Council's highway maintenance services and the delivery of its long-term vision and strategy for the benefit of the local community. Asset Management principles enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enables the identification and management of the risks associated with the Council's statutory duties to manage and maintain public infrastructure. The highways network asset plays a vital role in enabling BCP Council to prosper and achieve its objectives.
3. The local highway network is BCP Council's largest and most valuable publicly owned asset with a replacement value £2.7 billion. It is used every day by residents, businesses and visitors and provides a vital contribution towards the economic, social and environmental well-being of the area.
4. The objectives of the Asset Management Policy and Strategy documents are to:
 - Demonstrate commitment to adopting the principles of highway infrastructure asset management by senior decision makers.
 - Document the principles, concepts and approach adopted in delivering highway infrastructure asset management at a high level.

- Link with the local authority's policies and strategic objectives and demonstrate the contribution of the highway service in meeting these.
 - Facilitate communication with stakeholders of the approach adopted to managing highway infrastructure assets.
5. The Asset Management Policy (Appendix 1) describes the principles adopted in applying asset management to achieve the authority's strategic objectives.
 6. The Asset Management Strategy (Appendix 2) sets out how the asset management policy is to be achieved, how long-term objectives for managing the highway are to be met and how the strategy is to be implemented. It sets clear direction, provides links with other relevant documents, such as corporate plans, and sets out the benefits of investing in the highway infrastructure.

Summary of financial implications

7. The Highway Asset Management Policy and Strategy principles are used to formulate the future programme of capital works carried out by the Council. It is a requirement by the DfT that local highway authorities have and apply a policy and strategy, and in the absence of this, would potentially impact on the level of funding allocated by them to the Council for the Maintenance Block of our LTP Capital grant.
8. For 2021/2022 financial year, the BCP Council allocation for LTP Capital Programme – Maintenance Block is £4.29M.

Summary of legal implications

9. Section 41 of the Highways Act 1980 imposes a duty on the Highway Authority (BCP Council) to maintain those roads, footways and cycle tracks that are 'Highway maintainable at public expense'.
10. Section 58 of the Highways Act 1980 states that a statutory defence against third party claims is provided where the Highway Authority can establish that reasonable care has been taken to 'secure that the part of the highway to which the action relates' to a level commensurate with the volume of ordinary traffic such that it 'was not dangerous to traffic'.
11. By adopting the principles set out in the Highway Asset Management Policy and Strategy, the Council are better placed to be able to demonstrate that it is meeting its statutory duties as set out in the above legislation.

Summary of human resources implications

12. The programme of work proposed will be managed collaboratively by internal BCP Council resource with support from framework/ tendered contractors as appropriate.

Summary of sustainability impact

13. Refer to Appendix 3 – Decision Impact Assessment (DIA) Report

Summary of public health implications

14. Budget shortfalls could impact negatively on public health with reduced maintenance having an effect on more injuries resulting from crashes, trips and falls and could impact use of sustainable travel alternatives, particularly walking and cycling.

Summary of equality implications

15. The policy and strategy have been Equality Impact Assessment (EIA) screened and a full EIA is not required, refer to Appendix 4. Individual projects within the resultant maintenance programmes would need to be EIA screened and full EIAs completed should a need be identified during screening.

Summary of risk assessment

16. Inability to undertake sufficient planned and general preventative maintenance work will result in an increased depreciation of the highways asset. This will lead to increased deterioration and defects as a consequence.

Background papers

Well Managed Highways 2016;

[Published Work] <https://www.ciht.org.uk/ukrlg-home/code-of-practice/>

Highway Infrastructure Asset Management Guidance

<https://www.ciht.org.uk/ukrlg-home/guidance/transport-asset-management-guidance/>

Roads funding information pack

<https://www.gov.uk/government/publications/roads-funding-information-pack/roads-funding-information-pack>

Appendices

1. Appendix 1 – Draft Highway Asset Management Policy
2. Appendix 2 – Draft Highway Asset Management Strategy
3. Appendix 3 – Decision Impact Assessment (DIA) Report
4. Appendix 4 - Equality Impact Assessment: screening tool

Highway Asset Management Policy 2021 – 26

March 2021

Growth and Infrastructure

Author: WSP on behalf of BCP Council
Version: 01
Review Date: 2026



1. Purpose Statement

- 1.1 Bournemouth, Christchurch and Poole Council (BCP) believe that effective highway asset management is fundamental to the delivery of its services and the delivery of its long-term vision and strategy for the benefit of the local community.

Asset Management principles enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enables the identification and management of the risks associated with its statutory duties to manage and maintain public infrastructure.

The highways network asset plays a vital role in enabling BCP Council to prosper and achieve its objectives. BCP Council will ensure that the principles of highways asset management are embedded in the delivery of highways services and the maintenance and improvement of the network.

2. Who the policy applies to

- 2.1 This policy is applicable to all who represent BCP Council in any capacity – Members, Officers, consultants and contractors
- 2.2 This policy is applicable to all public highway infrastructure managed and maintained by the Authority

3. This policy replaces

- 3.1 This policy repeals all previous Asset Management policies and guidance of the legacy councils that were Bournemouth Borough Council, Christchurch Borough Council and Borough of Poole.
- 3.2 Specifically this policy replaces
- Bournemouth Borough Council Highway Infrastructure Asset Management Policy
 - Borough of Poole Highway Asset Management Policy
 - Dorset Highways Asset Management Policy and Strategic Approach

4. Approval process

- 4.1 This policy requires Cabinet approval.

5. Links to Council Strategies

- 5.1 This policy supports the Corporate Strategy. Asset management is at the core of how the authority's services are designed and delivered.

Sustainable Environment

The asset management strategy sets out how BCP Council will make best use of resources and through effective treatments at the right time or the use of appropriate technology, will minimise the environmental impact of maintenance operations.

Dynamic Places

Adopting an asset management approach, through improving and maintaining the reliability and resilience of the highway network, will ensure that highway infrastructure assets support the delivery of services in the local economy and will support the Council to deliver its services for the benefit of the local community.

Connected Communities

The highway network asset contributes to prosperous communities, encourages social connection, street culture, and a sense of pride while improving safety and reducing crime.

Brighter Futures

An effectively managed local road network will ensure that those people in most need of access to local services have the best ease of movement, whilst also facilitating the support to vulnerable people within their own communities.

Fulfilled Lives

Recognising the importance of a well-managed highway infrastructure is critical for healthy lifestyle activities, like cycling and walking, as well as contributing to physical and mental well-being.

Maintaining a safe and accessible network encourages people of all ages and abilities to get out and about and to live independent lives.

5.2 During the preparation of this policy document due consideration has been given to the following Key Council Strategies:

- Corporate Plan
- Sustainable Transport Plan
- Digital Strategy
- Workforce Strategy
- Health & Wellbeing Strategy
- Climate Change Strategy
- Equality & Diversity

6. The Policy

6.1 BCP Council will ensure that the principles of highways asset management are embedded in the delivery of highways services and the maintenance and improvement of the network.

In delivering our highways asset management strategy and plan we will

- Adhere to the relevant statutory requirements for the service
- Mitigate risks of all sorts to service users and the authority
- Implement a risk based approach to reactive and planned maintenance activities in accordance with national guidelines and codes of practice
- Take account of the environmental impact and sustainability of plans and operations
- Communicate with customers and service users and take account of their needs
- Maximise the return on investment and take a long term approach based upon the whole life cost of maintaining our assets
- Prioritise works using data from engineering surveys and inspections
- Ensure that a preventative maintenance approach is adopted
- Identify areas of the network which are vulnerable to adverse weather events and take steps to mitigate this where practicable.
- Identify the pressures that new infrastructure projects and development place on maintenance budgets
- Seek to remove redundant assets from the network

7. How to use this policy

7.1 Every key decision taken in managing and maintaining the authority's highway network asset needs to be able to demonstrate that it is making the very best use of the highway assets. Ensuring that a risk based, whole life value and customer focused approach to management and maintenance of these assets is applied.

8. Roles and responsibilities

- 8.1 Highway Asset Management principles and methodologies will only be successful if key decision makers, such as Elected Members and those making use of the service/network, are on board and are able to visualise the long term benefits and savings to be made from this approach.

Role	Responsibility
Elected Members	Ensure their behaviour is consistent with the principles of this policy and have a central role to play in ensuring that they are integral to the local authority's aims for Highway Asset Management
Corporate Directors	to be proactive in the promotion of Highway Asset Management
Service Directors	to maintain an overview to ensure effective integration of the principles of Highway Asset Management within their service plans
Managers	to identify appropriate training needs and provide training opportunities
All Staff	to take responsibility and be accountable for their own behaviour

9. Enforcement and sanctions

- 9.1 Non-compliance with this policy may leave the Authority in a position where it is not able to discharge its statutory duty to maintain the Highway Network Asset which in turn will lead to a deterioration of the value and condition of this publicly owned infrastructure.

10. Further information and evidence

- 10.1 Corporate Strategy
- 10.2 Local Transport Plan
- 10.3 Transport Strategy
- 10.4 Highways Asset Management Strategy
- 10.5 Highways Asset Management Plan
- 10.6 Network Management Plan
- 10.7 Communication Strategy
- 10.8 Data Management Plan
- 10.9 Highway Safety Inspection Manual
- 10.10 Risk Management Strategy
- 10.11 Performance Management Strategy

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Highway Infrastructure Asset Management Strategy 2021 – 26

March 2021

Growth and Infrastructure

Author: WSP on behalf of BCP Council
Version: 01
Review Date: 2026



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The Strategy

Forward

Councillor
Portfolio Holder

I am very pleased to be able to introduce Bournemouth, Christchurch and Poole Council's (BCP Council) Highway Infrastructure Asset Management Strategy (HIAMS).

The local highway network is BCP largest and most valuable publicly owned asset with a replacement value of £2.7 billion. It is used every day by residents, businesses and visitors and provides a vital contribution towards the economic, social and environmental well-being of the Area.

BCP Council is set in an outstanding natural environment and is a beautiful place to live, it is a vibrant and popular tourist destination. It is our priority to ensure that residents and visitors can enjoy the area by maintaining our roads to a high standard to allow access around our conurbation.

The Council is committed to the development of good practice and continuous improvement. Adopting current best practice will allow us to operate more effectively and put us in a better position to secure funding opportunities in the future.

In the current economic climate, managing the work to get the best value outcomes on highway infrastructure has never been more important. The importance of adopting an asset management approach which provides a more efficient and effective way of managing the highway infrastructure has been reinforced by the Government, where funding streams are linked to those authorities who can demonstrate value for money and efficient delivery of highway maintenance activities.

This Strategy sets out how the highway service will deliver against the Council's key priorities, taking into consideration customer needs, asset condition and best use of available resources. The Strategy supports and aligns with the objectives align in our Corporate Plan.

Purpose Statement

This Strategy sets out how the Highway Network Assets within the BCP Council Area will be managed and also how the Asset Management Policy will be achieved. The Policy is a high-level document that confirms BCP Council's commitment to Highway Infrastructure Asset Management.

The Highway Network Asset contributes to prosperous communities, encourages social connection, street culture, and a sense of pride while improving safety and reducing crime.

This strategy aligns and contributes to the five Priorities set out within BCP's Corporate Strategy

1. **Sustainable Environment** - Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come
2. **Dynamic Places** - Supporting an innovative, successful economy in a great place to live, learn, work and visit
3. **Connected Communities** - Empowering our communities so everyone feels safe, engaged and included
4. **Brighter Futures** - Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish
5. **Fulfilled Lives** - Helping people lead active, healthy and independent lives, adding years to life and life to years.

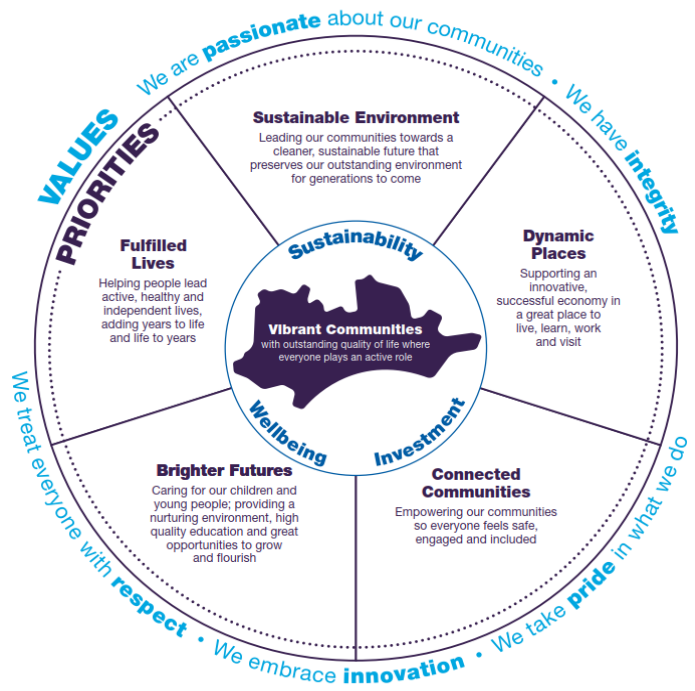


Figure 1: BCP Corporate Objectives

Objectives

The purpose of this Highway Infrastructure Asset Management Strategy (HIAMS) is to:

- Improve how the highway assets are managed
- Enable a more effective and efficient highways service to be delivered
- Maximise the impact from targeted investment in highway network assets.

The strategy also identifies the funding challenges and pressures for the main asset groups.

Strategy applies to

This strategy is applicable to all who represent BCP Council in any capacity – Members, Officers, consultants and contractors

This strategy is applicable to all public highway infrastructure managed and maintained by BCP

This strategy replaces

The HIAMS from the proceeding legacy authorities of Bournemouth Borough Council, Borough of Poole, Christchurch and East Dorset District Council and Dorset County Council.

Approval process

This strategy requires Cabinet approval.

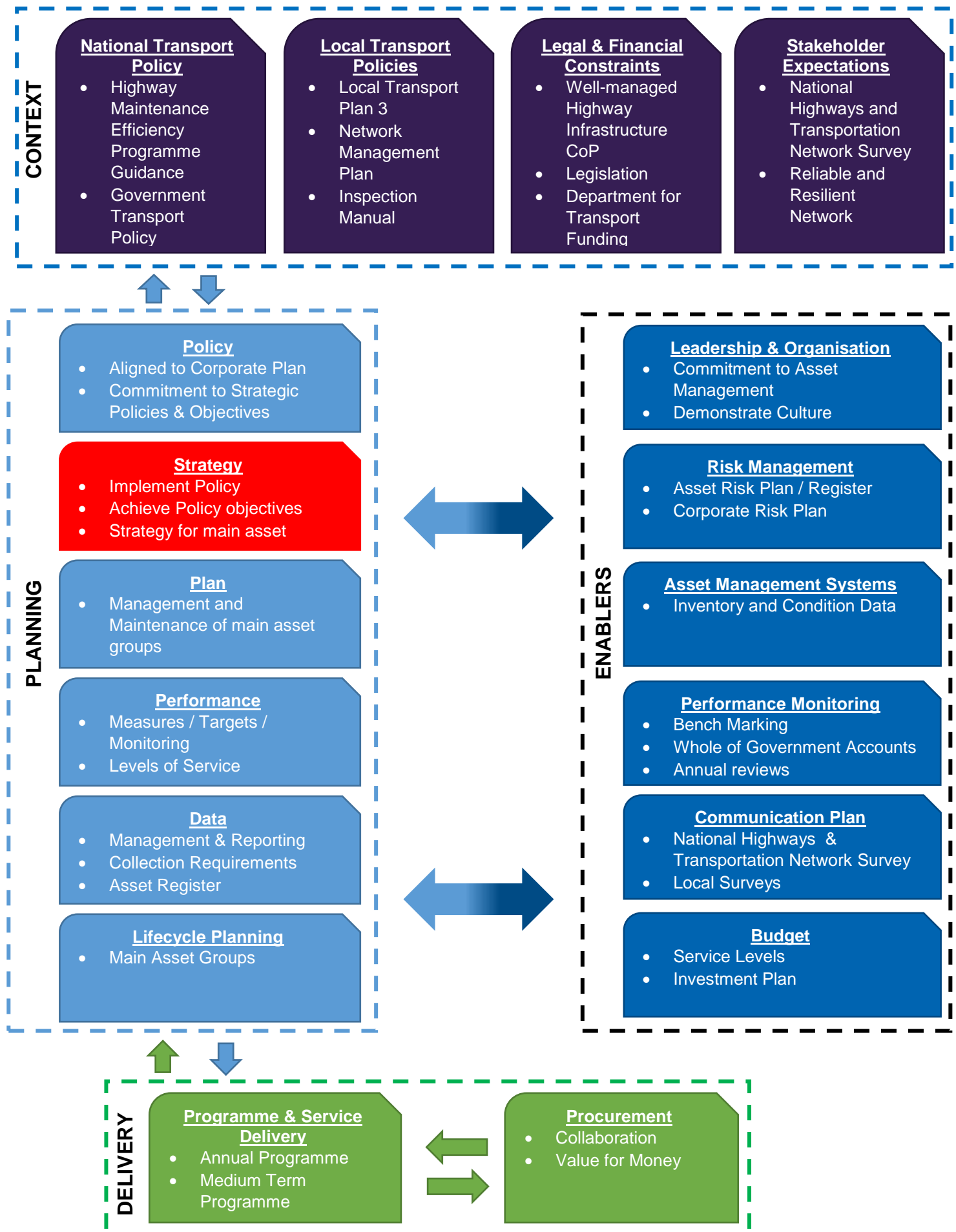
Links to Council Strategies

During the preparation of this strategy document due consideration has been given to the following Council Strategies:

- Corporate Plan
- Sustainable Transport Plan
- Digital Strategy
- Workforce Strategy
- Health and Wellbeing Strategy
- Climate Change Strategy
- Equality and Diversity

Asset Management Framework

The following diagram illustrates the highway infrastructure asset management framework and how processes and components relate to national and local factors:



Links to other plans

This strategy document together with the Policy will form the link between the Corporate Strategy, Business Plan and individual service delivery plans.

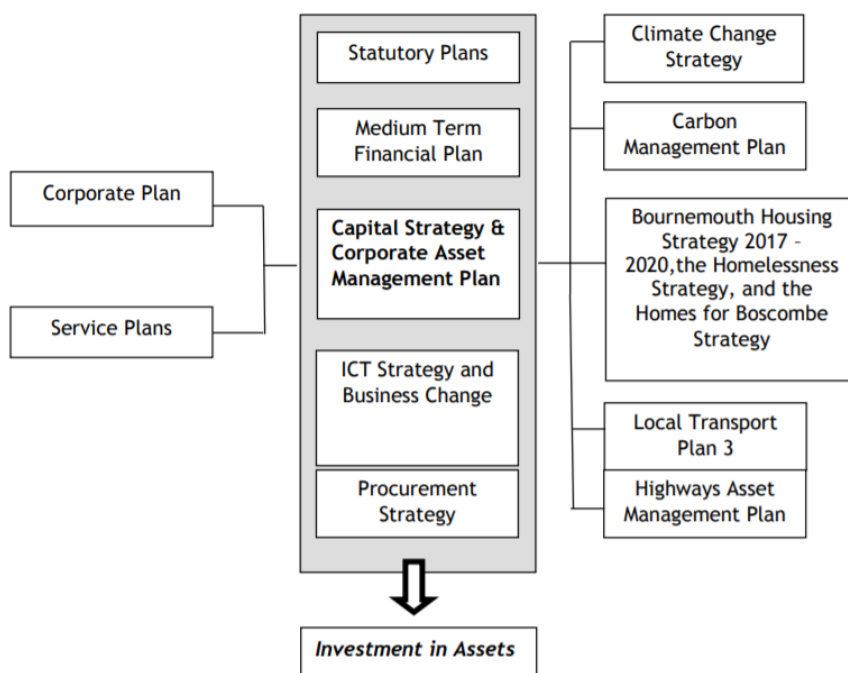


Figure 3: Links to other plans

Within the highway infrastructure asset management framework are a number of documents that have been developed and are in the process of being developed to ensure compliance with relevant regulations and guidance. These include a number of legacy documents from the proceeding legacy authorities of Bournemouth Borough Council and Borough of Poole currently in use during transition phase.



Figure 4: Asset Management Documents

Asset Management Policy

The Highway Asset Management Policy sets out the Councils approach to Highway Asset Management, it describes the principles adopted in applying asset management to achieve BCP's strategic objectives. The policy describes the authority's commitment to highway infrastructure asset management. It is endorsed by senior decision makers, including elected members and is visible to all staff involved in related activities.

Asset Management Plan

The objective of the Highway Asset Management Plan is to document the activities and processes of the Asset Management Framework and to provide detailed information to senior decision makers to support investment decisions and enable longer term planning. The Plan informs all staff about how the highway infrastructure is to be managed. The Plan supports the Asset Management Policy and Strategy.

Communication Strategy

The Council is responsible for maintaining a highway network that not only serves its residents but also supports the growth of the local economy, tourism and promotes recreational activities. Effective and efficient management of Highway Assets is a significant factor in the ability of the Council to deliver its services and enable the economy of the area to thrive. A well-maintained highway network plays an essential role in supporting growth and attracting increased investment in BCP.

The adoption of an Asset Management approach ensures that highway infrastructure assets support the delivery of services and the local economy, taking into account the long-term performance of the asset.

In delivering the asset management strategy it is vitally important that the Council listens and communicates with customers and involve them in how services are planned and delivered.

For this reason, BCP Council is developing a Highway Infrastructure Network Communication Strategy (HINCS) which has a number of messages to the authority's stakeholders. The Communication Strategy ensures that relevant information is provided to inform and to promote engagement with Asset Management.



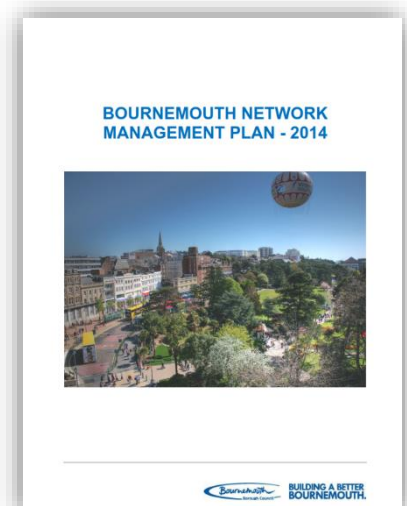
Network Management Plan

The Network Management Plan (NMP) brings together all the objectives, policies and standards required to effectively deliver services and manage the highway network. With the current pressures being placed on Local Authority budgets the need to be effectively and efficiently managing the highway network has never been greater.

The NMP recognises that BCP Council can be taking on several roles when managing the network, whether it is as the Traffic Authority, Highway Authority or Permit Authority.

The Council has adopted the Code of Practice for Well-Managed Highway Infrastructure (WMH) which is designed to "promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment".

The NMP supplements other documents including the Highway Infrastructure Asset Management Plan (HIAMP) and Local Transport Plan (LTP). Furthermore, the NMP helps the Council to deliver its strategic priorities outlined in the Corporate Plan.



Data Management Plan

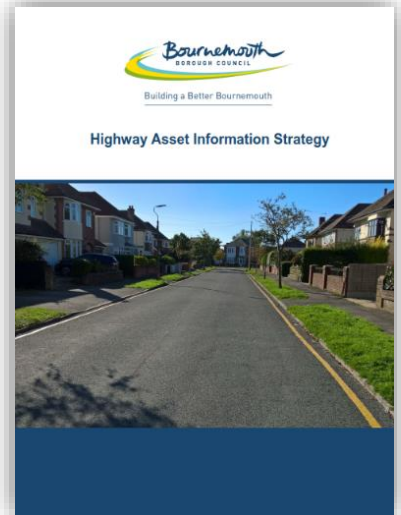
The highway network is surveyed routinely using a variety of different methods to collect data and condition information. BCP has in place a data collection strategy “Highway Asset Information Strategy” which is aligned to the UKRLG Highway Infrastructure Asset Management Guidance.

Collected asset data is added to the Asset Register, which is a live system that benefits from continual updating as assets are created installed, repaired or removed.

Streets will be added to the Network when they are formally adopted as Public Highway.

The data held in the system includes:

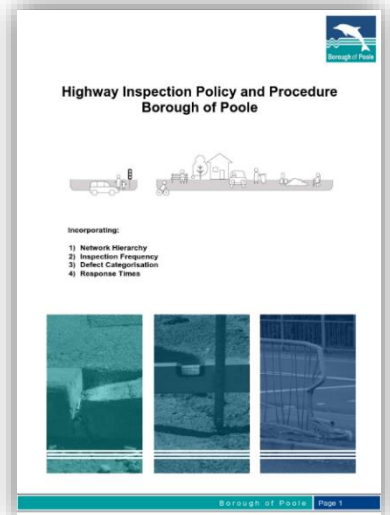
- Street Gazetteer and Network information
- Inspection records
- Condition information
- Maintenance histories



Highway Safety Inspection Manual

The Highway Safety Inspection Manual sets out the requirements for carrying out highway safety inspections on the highway network and contains guidance on BCP's policy and requirements for prioritising timely repairs to safety defects in accordance with the risk-based approach methodology described within the Code of Practice.

Personnel responsible for managing or carrying out highway safety inspections as well as other staff who are responsible for the identification and/or instruction of defect repairs will need to comply with the requirements set out in the manual.

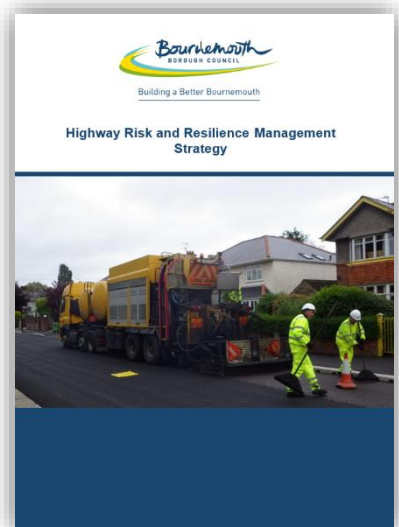


Risk Management

Risk Management requires a less prescriptive approach to asset assessment and allows decisions to be made using risk assessments on the needs and local variation to meet the demands of highway infrastructure asset management which are outlined in the context section of the Asset Management Framework. To ensure that users' reasonable expectations for consistency are taken into account, the approach of and, in particular, adjoining other local highway authorities has been considered.

The purpose of a risk-based approach is the consistent application of a decision-making process to:

- Correctly evaluate the risk posed to highway users by all defects or deficiencies in the highway asset
- Prioritise resources so that the risk is managed effectively
- Ensure the efficient use of available resources
- Understand performance and address any gaps in resources or performance
- Ensure value for money
- Enable monitoring of outcomes



Performance Management

The demands placed on the highway network will change over time and consequently place greater or lesser pressures on highway infrastructure assets. Levels of Service are a simple and effective way of describing the service that is to be delivered by the Highway Authority.

These can identify the way it is to be measured in a way that helps stakeholders understand what can be expected. It is therefore necessary to set Levels of Service to specify the standard of service that is to be delivered.

These Levels of Service take into consideration statutory duties, national and regional guidance, the management and mitigation of risk both to the service user and the volume and type of traffic using the network.

The Council monitors its service levels through a range of performance indicators which are routinely reported to senior management for review, as part of BCP's Corporate Performance Management Framework.

Asset Inventory

To effectively and efficiently manage the Council's highway network asset, there needs to be an appreciation of the size and condition of it. A managed inventory of highway network assets is therefore fundamental. The Council holds a significant amount of data particularly on its main assets

- Carriageways
- Footways
- Cycleways Structures
- Drainage Gullies
- Intelligent Transport Systems including Traffic Signals
- Street Lighting
- Rights of Way

Knowledge of the highway assets will continue to expand through an asset management approach.

Currently the Council's inventory includes:

Asset	Quantity
Carriageway Length	1,248 km
Footway Length	not yet collated accurately for BCP
Cycleway Length	not yet collated accurately for BCP
Highway Structures	273 No.
Gullies	59,706 No.
Vehicle Restraint System Length	56.6 km
Rights of Way / footpath Length	142 km
Traffic Signals Junctions	120 No.
Controlled Pedestrian Crossings	252 No.
Variable Message Signs	40 No.



Asset	Quantity	
Street Lighting	38,196 Units	Poole and Bournemouth only - Christchurch Street Lighting is still part of Dorset PFI

Table 1: Asset Inventory

Plus, drainage connections, street furniture, road markings and soft estate

Data Collection

The highway network is surveyed routinely using a variety of different methods to collect data and condition. A programme of inventory surveys is developed each year based on priorities and available budgets. Inventory data is only collected and maintained where there are demonstrable benefits when compared to the cost of collecting and maintaining this data.

Asset Management Systems

The Council recognises that effective asset management and its implementation relies on asset management systems that can be used as tools to support decision making at all levels.

The right systems coupled with well-maintained and audited data are important to reporting and monitoring of asset performance.

Asset condition is an important factor of performance. The right investment decisions are unlikely to be made without this information.

The asset inventory, condition and defect data are currently stored and interpreted in a number of ways, utilising asset specific systems.

These systems are maintained and upgraded to provide greater functionality and benefit from continual improvements in IT and developments in asset management.

The inventory contains sufficient data to allow reporting of the annual Whole of Government Accounts (WGA) valuation of the transport assets ensuring compliance with the requirements of the UKRLG Highway Infrastructure Asset Management Guidance. The asset inventory will be periodically reviewed, and the Asset Register consolidated.

The collected asset data, for each asset group, will be stored in an appropriate asset management system in a cost effective and appropriate format to ensure it is readily available to those that need it. Effective asset management relies on systems that can be used to support decision making at all levels.

Community Requirements

This section describes information about the community's requirements for the highway network asset. It outlines how this information is obtained and what it says in relation to community preferences.

Customer Service

Customer service is a consistent feature across all highway assets and activities. Core objectives of the Council's customer service include

- Delivery of satisfaction
- Provide effective consultation and communications
- Dealing effectively with enquiries and complaints

Customer Care

Customer contacts with the council regarding highways are managed using a customer relationship management (CRM) system. The system is used to record and categorise contacts made by customers and the actions taken in response to the queries and issues are monitored and reported.

Customer Consultation

BCP Council participates and utilises the information supplied annually to the National Highways and Transportation Network (NHT) Survey which serves to provide details on levels of customer satisfaction with local authority services and practices.

This helps target and publish information clearly and effectively to ensure members of the public and other highway stakeholders are as fully informed as possible about the current performance of the Council's services. It drives the Council's performance, identifying public perceived gaps, helps us analyse the public's understanding and will inform the communications approach.

Details of the results of the surveys are available at www.nhtnetwork.co.uk

Preparing for the future

An Expanding Highway Network

The highway network increases in size year on year and so too do the number of assets maintained by the Council.

Although the Council is not obliged to adopt new roads, the Highways Act 1980 gives the Authority the power to adopt highways by Agreement. In doing so, the Council supports economic growth and ensures that the roads and other highway assets constructed are installed to an acceptable standard that will benefit the residents, businesses, local communities and public / emergency / health services. When a new section of highway is adopted, in certain circumstances a commuted sum is paid to the Council for some assets to fund future maintenance.

In some instances, developers choose not to enter into an Agreement with the Authority and these streets remain under private ownership. Equally, if the developer fails to construct the adoptable highway assets to the required standard it will not be adopted.

Sustainability

Sustainability in terms of asset management links to the wider environment and sustainability principles of the Council. The longer-term approach to highway asset management will consider actions to mitigate direct and indirect impacts of highway maintenance on the environment and communities taking into account

- Nature Conservation and Biodiversity
- Effects of Extreme Weather
- Environmental Impact
- Carbon Costs – footprint, material appraisal, waste management and recycling
- Energy Reduction
- Noise
- Air Quality and Pollution Control
- Walking & Cycling (Active Travel)

The effect of sustainability may have on investment priorities and lifecycle costs of the highway assets.

Environmental Conditions

Environmental conditions have a significant influence on the condition of the road network.

Over recent years the UK has experienced periods of severe weather with a number of particularly harsh winters, extreme summer heat and prolonged dry spells, storms causing flooding and damage to trees.

During winter periods, freeze/thaw action can accelerate the deterioration of carriageways and footways, and winter maintenance operations have a direct effect on the resources needed for other maintenance activities. One of the reasons why road surfaces deteriorate is that ultra-violet light and heat damages bitumen on the surface leading to oxidation and a loss of strength. Therefore, there is a need to consider what impact this may have on carriageway surface material specification and lifecycle cost estimates.

Climate Change Adaption

The Climate Change Act 2008 places obligations on the Authority and others to reduce greenhouse gas emissions and prepare to adapt to longer term climate change. The same Act established an independent statutory body, the Committee on Climate Change to provide advice to the UK. The Committee's latest risk assessment concludes, as expected, that the trend of overall land warming leading to warmer summers and wetter windier winters will continue, and that this will likely affect transport infrastructure including BCP's roads, drains and structures. The effects of climate change on the Authority's highway assets have already been seen during several cold, wet and windy weather events in recent years.

BCP declared a climate and ecological emergency on 16 July 2019, committing the authority to be carbon neutral by 2030. A report outlining 153 proposed actions has been approved by Full Council.

Network Resilience

The Flood and Water Management Act introduced new duties for local authorities which will need to be considered when managing the various asset groups. Investment in Sustainable Urban Drainage Systems (SuDS) and design considerations in new schemes has an increased focus on preventing surface water flooding. The introduction and maintenance of SuDS is a further pressure on maintenance budgets as these are more expensive to maintain than traditional drainage systems.

Critical Infrastructure

Critical infrastructure refers to routes and assets where failure would result in a significant impact to the local, and potentially the national economy, and affect the ability of public / emergency / health services to carry out their responsibilities. A Resilient Network has been identified by the Council and is formed from the winter gritting routes. This Resilient Network will provide the primary access roads to key services during extreme weather

The Council's Emergency Plan outlines BCP Council's core response to emergencies and major incidents.

To help inform maintenance priorities and investment decisions knowledge of critical assets in terms of their current performance and the impact of their failure would have on the network is crucial.

Management, including appropriate investment, of critical assets is essential to ensure that these assets are sufficiently resilient to cope with potential risk and threats. These potential risks and threats to the function of critical infrastructure, include climate change, impacts from flooding, rising temperature, high winds and drought.

Severe Weather Plan (including Winter Service) – OPERATIONAL

Date Live October 2020

Environment Directorate

Author: Highway Delivery Manager
Version: 1
Review Date: Annual evolution next due October 2021



Draft Climate and Ecological Emergency Action Plan (2020 – 2030/2050) for consultation

Financial Summary

Asset Valuation

The Authority is required to meet the requirements for financial reporting of the highway asset to Her Majesty's (HM) Treasury using the Whole of Government Accounts (WGA) process.

This process allows The Council to understand the value of BCP's highway infrastructure assets and improves the Council's understanding of the network and deterioration. To undertake this process asset condition and data information is required.

The Gross Replacement Cost (GRC) represents the cost of replacing the existing asset with a new modern equivalent asset. The Depreciated Replacement Cost (DRC) represents the GRC less the value of the deductions for physical deterioration and obsolescence.

The annualised depreciation figure is the cost of all the treatment required to restore the service life of the asset spread over the lifecycle. This is the theoretical annual cost of maintaining the asset in a "steady state" condition although in practice the budgets and costs are significantly less than this.

Funding

Funding for maintaining the highway network asset is made available from a combination of revenue and capital allocations. In general, revenue funding is provided by BCP Council and capital funding is provided by central government. In addition, specific grants (revenue and capital) may be made available by both BCP Council and central government for certain items e.g. excessive deterioration and damage caused by severe winters, drought and flooding.

Highway network assets generally deteriorate slowly and the effect of a change in the level of funding is not always immediately evident. Specific funding strategies for the main assets will be developed within the Highway Infrastructure Asset Management Plan (HIAMP) using long term predictions (typically, 20 years plus) of condition and will consider the whole life cost of maintaining the asset. Using long term predictions means that decisions about funding levels can also be taken with due consideration of the future maintenance funding liabilities that are being created.

Lifecycle Planning

Lifecycle planning principles have been adopted by the Authority to review the level of funding, support investment decisions and substantiate the need for appropriate and sustainable long-term investment in highway asset management.

Lifecycle planning establishes a strategic approach to the management of highway assets, from construction to disposal. It is the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies. This lifecycle plan is the documented output of this process as adopted by the Authority.

The Lifecycle Planning process includes the following steps:

- Performance expectations, consistent with goals, available budgets, and organisational policies, are established and used to guide the analytical process, as well as the decision-making framework.
- Inventory and performance information are collected and analysed. This information provides input on future network requirements.
- The use of analytical tools and processes to develop viable cost-effective strategies for meeting Local Authority needs and requirements, using performance expectations as critical inputs.
- Alternative options are then evaluated, consistent with long-term plans, policies, and goals. The entire process is re-evaluated annually through performance monitoring and systematic processes.

The Lifecycle Planning objectives for the authority's main assets are set out below:

- Identify long-term investment for carriageway assets and develop an appropriate maintenance strategy.
- Predict future performance of highway infrastructure assets for different levels of investment and different maintenance strategies.
- Determine the level of investment required to achieve the required performance.
- Determine the performance that will be achieved for available funding and / or future investment.

- Support decision-making, the case for investing in maintenance activities, and demonstrate the impact of different funding scenarios.
- Minimise costs over the lifecycle, whilst maintaining the required performance.

Levels of Service

The WMH Code of Practice recommends that a risk-based approach should be adopted for all aspects of highway infrastructure maintenance, including setting levels of service. Adopting a risk-based approach enables BCP to set levels of service appropriate to circumstances and are achievable for the available budgets.

The core objectives for maintenance are

Network Safety

- Meeting statutory obligations Section 41 of the Highways Act 1980
- Meet road users need for safety

Network Serviceability

- Ensure availability
- Achieve integrity
- Maintain reliability
- Resilience
- Manage condition

Network Sustainability

- Minimising cost over time
- Maximising value to the community
- Minimising environmental impact

Main Asset Groups

The main asset groups dealt with within this strategy documents are

- Carriageway
- Footway
- Cycleway
- Highways Structures
- Intelligent Transportation Systems including Traffic Signals
- Drainage
- Street Lighting

Challenges

- **Funding**
National underfunding of highway assets has been a long standing issue. Securing longer term funding is critical for developing BCP's asset management approach. BCP aspire to making sure that the funding is targeted "right time – right place" and having the right resources who are fully trained to be able to deliver,
- **Cross Asset Prioritisation**
The code of practice recommends that in developing priorities and programmes, consideration should be given to prioritising across asset groups as well as within them. The Council has adopted a process that is fair and addresses the most important asset needs utilising a staged and prioritised approach to allocating the funding.
- **Backlog**
The backlog is the amount of money required to bring the highway network asset back into a reasonable condition. Currently, the rate at which the highway network assets are deteriorating far exceeds the rate of investment from central government, as a consequence the rate of deterioration and hence the backlog continues to increase.

Carriageway

Strategy

It is the strategy of BCP to manage the carriageway network and associated assets in an effective and affordable manner whilst maintaining the assets value, availability, and safety to users of the network, and to support tourism within the Authority. The carriageway and associated assets will be maintained to a standard appropriate to their location and use, including treatments and maintenance techniques.

Inventory and Hierarchy

Carriageways are one of BCP's main asset groups they tend to be the most valuable and visible public asset owned and maintained by the Council.

Class	Length of Network (km)		
	Rural	Urban	Total
A	28.48	107.46	135.94
B	5.30	55.31	60.61
C	10.36	106.12	116.48
Unclassified	2.04	933.00	935.04
Total	46.18	1201.89	1,248.07

Table 2: Carriageway Inventory

The carriageway asset is managed according to a hierarchy based on road classification, and further divided by urban/rural road type. The unclassified carriageway is typically residential roads and makes up 77% of the whole network.

A characteristic of the unclassified roads is that they tend to be constructed with less substructure, due to the lower commercial vehicle use, and are most at risk of rapid deterioration from the ingress of water and overloading.

Challenges

Carriageways may suffer progressive deterioration where there is a lack of investment. Severe weather over the last few winters combined with flooding has caused additional damage.

The main concerns over the future condition of this asset are:

- Sufficiency of future budgets to maintain the road network.
- Roads with less substructure at risk of rapid deterioration.
- Use of roads with less substructure being used by buses increasing the rate of deterioration.
- Poor utility reinstatements.
- Resource to deliver the current programme and develop the forward programme.
- Impacts of Climate Change
- Insufficiency of future budgets to maintain A and B roads.
- Minor roads, forming vital link for local communities being heavily used, but with little structure are at risk of rapid deterioration due to water ingress and overloading.

Condition

In some cases, the structure and use of the carriageway has evolved rather than been designed, consequently the structure is inconsistent and is not always fit for purpose. The unclassified network is at most risk of rapid deterioration. Typically, these roads have little structure and consist of a thin layer of bituminous surfacing laid over a stone base.

Approach

BCP has adopted a lifecycle planning approach to carriageway maintenance, which means that investment can then be targeted where it will return the greatest whole life cost.

Using lifecycle planning will help develop a long-term investment strategy to reduce the maintenance backlog and allow the most efficient use of funding available.

To maximise Value for Money, a preventative maintenance approach has been implemented, maintenance is designed to be undertaken just before the onset of rapid deterioration and in advance of the requirement for structural treatments. Typically for carriageways these preventative treatments include surface dressing and micro asphalt which are cost-effective techniques used to prolong the life of roads that are starting to show the first signs of minor deterioration. The process is an economical method which seals the road surface whilst improving attributes, such as surface ride and skid resistance of a road which is structurally sound.

Using a preventative approach will enable far more of the network to be treated.

Desired Outcome

- To meet the statutory obligation on BCP as the highway authority to maintain the public highway Safe for Use and Fit for Purpose.
- Maintain the carriageway condition with minimum whole life cost.
- To deliver a sustainable improvement in carriageway condition
- Investment will recognise the differences in condition between various road hierarchies
- Maintain their structural integrity and maximise their lifespan, to provide maximum value for money from investment.

Footways

Strategy

It is the strategy of BCP to manage the footway and cycleway network in an effective and affordable manner whilst maintaining the assets value, availability, and safety to users of the network. The footway and cycleway networks will be maintained to a standard appropriate to their location and use including treatments and maintenance techniques.

Footways and cycleways are essential assets used as a healthy alternative to vehicular travel providing vital access for work, school, business, shopping and leisure. Encouraging walking and cycling is vitally important within the authority as a means of improving the current low levels of physical activity, health and also the environment by reducing carbon emissions and improving poor air quality.

Inventory and Hierarchy

Footways form an integral part of the highway infrastructure.

There are many different types of footway construction within the authority, most of the network is of bituminous material and classed as urban. The hierarchy lengths maintained are detailed in the following table.

Hierarchy	Length of Network (km)
1a Prestige Walking Zones	TBC
1 Primary Walking Routes	TBC
2 Secondary Walking Routes	TBC
3 Link Footways	TBC
4 Local Access Footways	TBC
Total	TBC

Table 3: Footway Inventory

There are areas of flagged footways and modular footways particularly in the town and local shopping centres. These footways are essential for users to connect homes with businesses, school and other leisure facilities. For many these are their only links to travel and access public transport.

Challenges

The main concerns over the future condition of this asset are:

- Sufficiency of future budgets to maintain footway network.
- Limited condition data on a large part of the asset.
- Tree roots causing major structural damage to footways.
- Insufficiency of resource to develop the forward programme.
- Poor utility reinstatements.
- Impacts of Climate Change

Condition

Unlike carriageways the condition of footways is not routinely measured, largely because generally footways deteriorate at a slower rate than roads, primarily because vehicles are not normally travelling on them.

The consequences of poor maintenance are often less pronounced than those for roads. The principle risk on footways is from trip hazards, particularly in high footfall locations. However, where vehicles do regularly park on or traverse footways even small defects can escalate quickly. This both increases the replacement costs and shortens the life of the asset.

A programme of surveys, over a four-year period, has been instigated to gather inventory and condition data.

Approach

BCP has adopted a lifecycle planning approach to footway maintenance, which means that investment can then be targeted where it will return the greatest whole life cost.

To fully utilise this approach and to make better informed decisions about prioritisation a programme has been set out to collect condition data of all footway category types. Investment will recognise the differences in condition and usage between various hierarchies

Desired outcome

- To meet the statutory obligation on BCP as the highway authority to maintain the public highway Safe for Use and Fit for Purpose.
- Support the recognised benefits of walking to health, the environment and the economy
- To achieve BCP's ambition to make walking an accepted choice for shorter journeys and to promote active travel.
- To deliver a sustainable improvement in footway condition
- Maintain the footway condition with minimum whole life cost

Cycleways

Strategy

It is the strategy of BCP to manage the cycleway network in an effective and affordable manner whilst maintaining the assets value, availability, and safety to users of the network. The cycleway network will be maintained to a standard appropriate to their location and use including treatments and maintenance techniques.

Cycleways are essential assets used as a healthy alternative to vehicular travel providing vital access for work, school, business, shopping and leisure. Encouraging active travel is vitally important within the authority as a means of improving the current low levels of physical activity, health and also the environment by reducing carbon emissions and improving poor air quality.

Inventory and Hierarchy

Cycleways form an integral part of the highway infrastructure. Cycling provision continues to expand in BCP and new networks are being incorporated on a frequent basis

Challenges

The main concerns over the future condition of this asset are:

- Sufficiency of future budgets to maintain cycleway network.
- Limited condition data on a large part of the asset.
- Insufficiency of resource to develop the forward programme.
- Poor utility reinstatements.
- Impacts of Climate Change.
- Cycleways that form part of carriageway, current prioritisation process does not reflect the use as a cycleway

Condition

At present the condition of the off road cycleway network is not routinely measured. Cycleways that are part of the road condition is collected as part of the carriageway condition data – but not separately identified

Approach

BCP will develop a long-term maintenance investment strategy for active travel. Investing in maintenance to ensure safe, reliable, convenient and attractive conditions for cycling.

Desired outcome

- To meet the statutory obligation on BCP as the highway authority to maintain the public highway Safe for Use and Fit for Purpose.
- Support the recognised benefits of cycling to health, the environment and the economy
- To make roads safer and more attractive for cyclists
- To achieve BCP's ambition is to make cycling an accepted choice for shorter journeys and to promote active travel.

Highway Structures

Strategy

BCP's strategy for highway structures is to ensure that structures are maintained to a condition where the safety of the highway user is not compromised. Where new structures are to be installed, the authority will ensure these structures are designed and constructed to current standards.

As the Highway Authority BCP has a statutory duty to maintain all highway structures including bridges, culverts, subways, retaining walls etc.

Inventory and Hierarchy

The inventory of highway structures currently shows there to be over 270 structures within the authority which are 'owned' by BCP this represents a significant publicly owned asset.

Structure Type	Number
Bridge or culvert with span greater than 1.5m	98
Bridge or culvert with span less than 1.5m	19
Retaining Wall	60
Subway	45
Footbridge	42
Sign Gantry	7
Commercial building supporting the highway	2
Total	273

Table 4: Structures Inventory

Challenges

The type and age of the bridges varies enormously, ranging from historic masonry arches to modern complex steel and reinforced concrete structures. Although BCP's structure stock is relatively small in comparison to other Authorities it does include some extremely large and complex bridges which need specialist inspection and repair techniques.

Works identified as part of the prioritisation process and subsequent ranking of major structural repairs or complete replacement will not be able to be funded from the typical maintenance budgets. Consideration should in these circumstances be made for supplementary investment through bidding or borrowing opportunities.

Condition

Detailed inventory and condition data is held for all highway structures.

In a similar fashion to carriageways and footways, the results of structures inspections are used to represent the state of the structure stock. Each structure is assigned two numerical Bridge Condition Index (BCI) ratings: an Average BCI score (BCIav) and a Critical BCI score (BCIcrit).

Individual structure condition scores are combined to give a Stock Condition indicator score. These provide a high-level overview of the structure stock. They are effective when used to monitor trends over time and to determine whether the stock condition is improving, remaining constant or is progressively deteriorating with time.

The Bridge Condition Index (BCI) forms the core element of assessing highway structures and assigning works into the future. The BCI represents the outcome of all assessments of the structure.

Approach

BCP will continue to follow the principles set out in the Code of Practice for Well-Managed Highway Infrastructure (WMH).

All highway structures (including bridges, culverts, underpasses and subways) are subject to regular visual inspections in accordance with best practice. These include two main types of inspections: General and Principal.

Inspections of structures have a dual purpose. They serve to confirm that routine maintenance is being done properly and effectively and that maintenance schedules are correctly calibrated. They also serve to identify capital maintenance requirements.

Structural geometry, condition and capacity assessments are carried out on structures to ensure they can carry their designated loading. When necessary strengthening projects will be carried out or weight limits imposed.

Ranking of maintenance works are generally prioritised to target low BCI critical scores first because these represent the greatest risk, however funding availability and efficiencies through combining work with other highway projects is also considered.

Desired Outcome

- To ensure fitness for purpose and extend the life of the structures
- Enhance the quality of the environment for users and residents.
- To meet the statutory obligation on BCP as the highway authority to maintain the public highway Safe for Use and Fit for Purpose.
- To maintain the bridge stock in its overall current condition with appropriate interventions to deliver value for money.

Intelligent Transportation Systems (ITS)

Strategy

Traffic signal-controlled junctions and pedestrian crossings form an important highway asset, contributing to the safe and efficient use of the road network, promoting economic growth within the authority, promoting walking and cycling and improving accessibility.

These assets allow effective management of traffic flow around the authority while improving safety for all network users.

Inventory and Hierarchy

ITS form an essential part of the highway infrastructure asset

Asset Type	Number
Signal controlled junction	120
Toucan crossing	75
Pelican/Puffin crossing	177
Real Time Information Signs	242
Variable Message Signs	40
VAS Signs	TBC
Other ITS (Variable Message Sign, Real Time Information, Closed Circuit Television and Car Park Monitoring)	164
Total	818

Table 5: Intelligent Traffic Systems Inventory

Challenges

Maintaining a programme to replace and upgrade equipment if funding cannot be secured via being part of wider improvement initiatives will have a significant impact on the future condition of the asset with the associated potential for reduced levels of service and customer satisfaction.

Condition

The ITS assets are generally in average condition and historically a reactive maintenance approach has been taken to replace elements of the ITS.

Over the last few years there have been opportunities to replace equipment as part of wider initiatives for example the Local Sustainable Transport Fund programme of works.

This capital investment has reduced the long-term revenue maintenance burden. Through upgrading signal control systems to Extra Low Voltage (ELV) this requires less infrastructure such as ducting at the implementation stage. This in conjunction with the use of Light Emitting Diode (LED) lamps.

Approach

To continue to effectively manage existing ITS assets, reducing fault repair times and striving for efficiency saving through working with partners and suppliers to continually improve BCP's service.

The principles of Management of Electronic Traffic Equipment: A Code of Practice will continue to be applied. A lifecycle planning process will be used to determine a cyclic programme for replacement.

Continued use of energy and cost saving technologies within the traffic signals assets. Schemes such as replacement of old-style halogen signal heads with LED lighting heads and traffic signal sites to be changed to using extra low voltage (ELV) will form part of the works programme.

BCP will operate efficient economical systems to manage traffic flows effectively, reduce congestion and allow automatic fault reporting. The systems employed will be maintained to a usable standard to ensure traffic conflicts are avoided and to maintain safe passage for all highway users.

Desired Outcome

- Efficient operation and maintenance to allow those using the road network to move around the authority with the minimum of delay and disruption.
- Maintenance regimes in place that ensure that the traffic signal installations are maintained in a safe structural and electrical condition.
- Planned improvement of the ITS stock to reduce operating costs and average age of the asset
- Maintain as a minimum the current condition and continue with the current maintenance regime and programme of planned equipment replacement.
- Reduce operating costs using ELV and LED technology.

Drainage

Strategy

BCP's strategy for highway drainage is to manage the drainage asset in an effective and affordable manner that keeps the assets free from obstructions to provide the greatest opportunity to remove water effectively and efficiently from the surface of the highway allowing users to pass safely.

Inventory and Hierarchy

BCP's highway drainage network includes a wide range of assets, varying from combined kerb drainage units to open watercourses, which assist in the Council's duty to safely drain the highway.

Asset Type	Number
Gullies	59,706
Grips	Data not available
Catch-pits	Data not available
Culverts	Data not available
Other drainage types	Data not available

Table 6: Drainage Asset Inventory

BCP does not yet hold a complete inventory of all drainage asset components. Whilst inventory asset data exists with regard to the majority of highway gullies, information on the associated outfall systems, of various types, into which they discharge is limited. The cost of collecting such data would be very high and cannot currently be justified.

Inventory and data is collected on a site by site basis when for example flooding issues are investigated, asset knowledge is growing as the inventories grow.

Challenges

Highways drainage assets form a critical role in removing standing water from the highway and if maintained effectively the asset requires minimal capital investment.

Select localised data suggests that typically where gully connections have faced damage, often from utility works or tree roots, these have the potential to cause problems in the autumn/winter with large quantities of leaves making them susceptible to quickly becoming blocked.

Failure to invest in planned cyclic drainage activities linked to ditches, catch-pits, soakaways carries a risk across the network, in terms of standing water on the carriageway (ice in the winter months), and accelerated deterioration of the road construction. In some weather events drainage is at or above capacity and in some cases is influenced by tides or natural water table.

Reduced revenue budgets mean that many drainage maintenance activities have either ceased or been reduced significantly. This reduced drainage maintenance could be attributed to a reduction in material life and deterioration in parts of the road network.

The importance of understanding the drainage asset has been enhanced with the introduction of the Flood and Water Management Act 2010 which promotes finding suitable solutions to surface water problems through organisations working together as necessary.

Condition

The condition of the drainage asset is proven to have a direct influence on the condition of other highway assets. Non-functioning or inadequate drainage has the potential to speed up the deterioration process of road and footway construction, through water ingress. BCP has adopted a maintenance programme that seeks to achieve the policy objective and also minimise wider damage to other highway assets.

BCP are developing performance-based levels of service to monitor the performance of asset maintenance. For drainage services this level of service will include measure of the gully cleaning programme performance.

Condition based levels of service are intrinsically linked to predictable investment and the current environment does not allow consistent and predictable investment, subsequently levels of service, although linked to long term forecasting when developed will be updated annually in line with budgeting.

Approach

Highways drainage assets form a critical role in removing standing water from the highway and if maintained effectively require minimal capital investment.

BCP has adopted the principles of the Code of Practice for Well-Managed Highway Infrastructure (WMH). The approach for highway drainage is to target maintenance and investment in flooding hotspots, focusing on protecting the resilient road network, working with the Flood Risk Management team, to identify priority sites.

A risk-based gully emptying regime is in place with areas known to be vulnerable to blockages given greater priority and emptied more frequently. Data from historic cleaning and from new visits is used to produce a flexible schedule of works based on gully condition e.g. empty, half full or full. Roads with full gullies will have frequencies increased and those which have empty gullies will have the frequency extended. Leaf fall and flood risk are also taken into account.

Desired Outcome

- To meet the statutory obligation on BCP as the highway authority to maintain a safe highway by assessing and prioritising high risk flooding issues, programme accordingly and work in partnership with other organisations to deliver other benefits where possible.
- To assess and prioritise high risk flooding issues
- Develop forward programme for capital maintenance schemes
- Target the construction of highway drainage schemes to result in fewer residential and business properties being at risk of flooding (measured as the number of residential or business properties protected) or fewer flooding related highway safety concerns (measured as the distance of highway better protected from flooding).

Street Lighting

Strategy

BCP's strategy for street lighting is to maintain the condition of the lighting stock in a steady state. Manage the street lighting asset in an effective and affordable manner, ensuring the safety of all network users.

Inventory and Hierarchy

Lighting forms part of the highway infrastructure asset

Asset Type	Number
Street Lights Columns, luminaries and cable infrastructure	34,387
Signs and Bollards Illuminated and non-Illuminated	3,155
Other Lighting Wall mounted, subway, school, zebra, marker and gas	654
Total	38,196

Table 7: Street Lighting Inventory (excludes Christchurch PFI)

Challenges

Lighting columns will continue to deteriorate over time, future budgets will need to reflect the ongoing need to monitor and replace columns to maintain the condition of the stock.

Condition

Over recent years there has been significant investment in the authority's street lighting stock to

- install LED luminaries (except for those mounted on specialist high masts and listed heritage lighting),
- replace mild steel columns which were past design life,
- replace columns over 40 years old and associated lanterns

This has enabled greater efficiencies in identifying faults and has helped to reduce ongoing maintenance costs.

A function of the replacement programme was to update the asset inventory and install a Central Management System (CMS). The CMS has enabled greater management of maintenance records.

Approach

BCP has adopted the principles of the Code of Practice for Well-Managed Highway Infrastructure (WMH) Investment will be targeted in key areas and a programme will be developed that will bring the assets of Bournemouth and Poole legacy councils in to line.

Maintenance of the street lighting stock will be undertaken through programmes of electrical testing, structural inspections, bulk lamp replacements and lens cleaning.

Desired Outcome

- To meet the statutory obligation on the authority as the highway authority to maintain the public highway Safe for Use and Fit for Purpose.
- Planned improvement of the lighting column stock to reduce the average age
- Understanding of whether a cyclic painting maintenance approach to columns achieves a beneficial whole life cost and is practical
- To improve service and maintain customer satisfaction levels.

Risk Management

Managing risk is integral to the effective and efficient management of the highway asset. The identification of current and future risks associated with all aspects of Highway management is embedded in the asset management approach.

Risk types include:

- Health and Safety
- Strategic
- Financial
- Regulatory
- Reputational
- Operational

Risk based decision making is used to inform and define the management approach to BCP's assets, including, inspection regimes, setting levels of service, responses, resilience, priorities and programmes. By adopting a risk-based approach highways maintenance can be carried out in accordance with local needs, safety, priorities and affordability. Guidance and training of the risk based approach and its implementation is provided to all those roles with responsibility for taking the risk-based decisions. Competencies and training for those staff have been identified and are regularly updated providing a programme of continuing professional development.

Each asset group has different needs based upon its usage and that variance in need is reflected in the management approach taken to the asset.

Performance Reporting and Improvement Plan

Progress is continually reviewed, a performance report will be developed with the aim of providing an annually summary the condition of each main asset group. The report will describe the result of the previous year's investment in terms of meeting the target service standards and outcomes.

The report will also include long term predictions of levels of defects and condition and will be used to enable the authority to best allocate the following years budgets and to decide whether any of the service standards contained in this plan or funding levels need to be revised.

This highway infrastructure asset management strategy has been designed to bring improvements to the management of the authority's assets. Monitoring performance against outcomes will enable the Council to identify where progress is being made and where changes may be needed, to ensure that the asset is managed in the most efficient manner, and to ensure continuously improvement.

Strategy Review

This Highway Infrastructure Asset Management Strategy will be reviewed formally after 5 years, in the intervening period there will be light touch reviews at 2 yearly intervals.

Good Practice and Knowledge Sharing

BCP is committed to the development of good practice and continuous improvement, having already played a leading role in the development of the regional agenda on highway asset management we will continue to make best use of the following forums:

- South West Highways Alliance (SWHA)
- South West Highway Asset Group (SWHAG)
- South West Bridge Group (SWBG)
- South West Lighting Group (SWLG)
- South West Traffic Signals Group (SWTSG)
- South West Benchmarking Club (SWBC)
- Highway Maintenance Efficiency Programme (HMEP)
- Chartered institute of Public Finance and Accountancy Highways Asset Management Planning (CIPFA HAMP)
- UK Roads Board
- UK Bridges Board
- Association of Directors of Environment, Economy, Planning and Transport (ADEPT)

Using these forums allows initiation and continuous improvement in delivering BCP's highway service.

Supporting Documentation

- BCP Council's Highway Infrastructure Asset Management Policy
 - (Link to be included when published)
- BCP Council's Corporate Strategy
 - [Corporate Strategy](#)
- *BCP Council's Corporate Performance Management Framework*
- BCP Council's Climate and ecological emergency
- [BCP Climate Emergency Webpage](#)
- Bournemouth, Poole and Dorset Local Transport Plan 2011 to 2026
- [LTP 3](#)
- *BCP Council's Severe Weather Plan (including Winter Service) – OPERATIONAL*
- Severe Weather – Gritting Routes
 - [BCP Gritting Routes](#)
- UK Roads Liaison Group Guidance
- [UKRLG Highway Infrastructure Asset Management Guidance](#)
- Highways Maintenance Efficiency Programme (HMEP) Guidance
- [HMEP Resources](#)

Acronyms	
ADEPT	Association of Directors of Environment, Economy, Planning and Transport
AMP	Asset Management Policy
AMS	Asset Management Systems
AR	Asset Register
BCI	Bridge Condition Indicator
BMX	Bridge Management Expert
CCA	Climate Change Act 2008
CCTV	Closed Circuit Television
CIPFA	Chartered institute of Public Finance and Accountancy
CMS	Central Management System
CQC	Customer, Quality & Cost Survey
CRM	Customer Relationship Management system
CRR	BCP Corporate Risk Register
DfT	Department for Transport
DMA	Data Management Plan
DRC	Depreciated Replacement Cost
DVI	Detailed Visual Inspection
ELV	Extra Low Voltage
EP	Corporate Emergency Plan
FWMA	Flood and Water Management Act 2010
GIS	Geographic Information System
GRC	Gross Replacement Cost
HA 1980	Highways Act 1980
HAIS	Highway Asset Information Strategy
HAMP	Highways Asset Management Planning network
HIAMP	Highway Infrastructure Asset Management Plan
HINCS	Highway Infrastructure Network Communication Strategy
HMEP	Highway Maintenance Efficiency Programme
HNA	Code of Practice on the Highways Network Asset (2016 Edition), CIPFA
HRRMS	Highway Risk and Resilience Management Strategy
HSIM	Highway Safety Inspection Manual
ITS	Intelligent Transportation Systems
LCP	Lifecycle Planning
LED	Light Emitting Diode
LEP	Local Enterprise Partnership
LoS	Levels of Service
METE	Management of Electronic Traffic Equipment: A Code of Practice
NHT	National Highways and Transportation Network
NMP	Network Management Plan
PMF	Performance Management Framework
PMS	Performance Management Strategy
RMS	Risk Management Strategy
RTI	Real Time Information
SRS	Skid Resistance Strategy
SuDS	Sustainable Drainage Systems
SWBC	South West Benchmarking Club
SWBG	South West Bridge Group
SWHA	South West Highways Alliance
SWHAG	South West Highway Asset Group
SWLG	South West Lighting Group
SWTSG	South West Traffic Signals Group





Acronyms	
TIA	Code of Practice on Local Authority Transport Infrastructure Assets
TSRCD	Traffic Signs Regulations and General Directions
UKPMS	United Kingdom Pavement Management System
VMS	Variable Message Sign
WGA	Whole of Government Accounts
WMH	Code of Practice for Well-Managed Highway Infrastructure

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Proposal Title: Highway Asset Management Policy and Strategy

Impact Summary

Climate Change & Energy	Amber - Minor negative impacts identified / unknown impacts
Communities & Culture	Green - Only positive impacts identified
Waste & Resource Use	Amber - Minor negative impacts identified / unknown impacts
Economy	Green - Only positive impacts identified
Health & Wellbeing	Amber - Minor negative impacts identified / unknown impacts
Learning & Skills	No Impact Identified
Natural Environment	No Impact Identified
Sustainable Procurement	No Impact Identified
Transport & Accessibility	Green - Only positive impacts identified

-  Major negative impacts identified
-  Minor negative impacts identified / unknown impacts
-  Only positive impacts identified
-  No positive or negative impacts identified

Answers provided indicate that the score for the carbon footprint of the proposal is: 6	The Carbon Footprint is banded as follows: <div> <div>0-4 Low</div> <div>5-9 Moderate</div> <div>10-14 High</div> </div>
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Proposal ID: **200**

Proposal Title: **Highway Asset Management Policy and Strategy**

Type of Proposal: **Policy**

Brief description:

It is a requirement of the Highway Infrastructure Asset Management Guidance and Well-Managed Highway Infrastructure Codes of Practice that highway authorities have an Asset Management Policy and Strategy. These documents were in place for the legacy authorities, specifically the Bournemouth Borough Council Highway Infrastructure Asset Management Policy and the Borough of Poole Highway Asset Management Policy.

Proposer's Name: **Lynne Wait**

Proposer's Directorate: **Regeneration & Economy**

Proposer's Service Unit: **Growth & Infrastructure**

Estimated cost (£): **No Cost**

If know, the cost amount (£):

Ward(s) Affected (if applicable):

All Wards

Proposal Title: Highway Asset Management Policy and Strategy

Sustainable Development Goals (SDGs) supported by the proposal:

3. Good Health and Well Being 8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 11. Sustainable Cities and Communities

Climate Change & Energy

Is the proposal likely to have any impacts (positive or negative) on addressing the causes and effects of climate change? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Has the proposal accounted for the potential impacts of climate change, e.g. flooding, storms or heatwaves? **Yes**
- 2) Does it assist reducing CO2 and other Green House Gas (GHG) emissions? E.g. reduction in energy or transport use, or waste produced. **No**
- 3) Will it increase energy efficiency (e.g. increased efficiency standards / better design / improved construction technologies / choice of materials) and/or reduce energy consumption? **Yes**
- 4) Will it increase the amount of energy obtained from renewable and low carbon sources? **No**

How was the overall impact of the proposal on its ability to positively address the cause and effects of climate change rated?

Amber - Minor negative impacts identified / unknown impacts

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

The policy and strategy set out how the existing highway asset will be maintained. Whilst the effects of climate change are referenced it is not anticipated that adopting the policy and strategy will have a significant impact on cause and effect of climate change

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

As the strategy is reviewed we will seek to explore use of more environmentally friendly materials and techniques. Any significant programmes of work delivered under this strategy will have their own assessment carried out

Proposal Title: Highway Asset Management Policy and Strategy**Communities & Culture**

Is the proposal likely to impact (positively or negatively) on the development of safe, vibrant, inclusive and engaged communities? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will it help maintain and expand vibrant voluntary and community organisations? **Yes**
- 2) Will it promote a safe community environment? **Yes**
- 3) Will it promote and develop cultural activities? **No**

How would the overall impact of the proposal on the development of safe, vibrant, inclusive and engaged communities be rated?

Green - Only positive impacts identified

Reasoning for the answer (details of impacts including evidence and knowledge gaps):

Adoption of the policy and strategy will ensure that all highway assets are maintained in line with current best practice to enable safe travel and access by all highway users

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

N/A

Proposal Title: Highway Asset Management Policy and Strategy**Waste & Resource Use**

Is the proposal likely to have any impacts (positive or negative) on waste resource use or production and consumption? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will it prevent waste or promote the reduction, re-use, recycling or recovery of materials? **Partially**
- 2) Will it use sustainable production methods or reduce the need for resources? **Partially**
- 3) Will it manage the extraction and use of raw materials in ways that minimise depletion and cause no serious environmental damage? **No**
- 4) Will it help to reduce the amount of water abstracted and / or used? **No**

How would the overall impact of the proposal on the sustainable production and consumption of natural resources be rated? **Amber - Minor negative impacts identified / unknown impacts**

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
The proposed policy and strategy replace those of the legacy authorities and as such are not creating new work.

Details of proposed mitigation/remedial action and monitoring
(inc. timescales, responsible officers, related business plans etc):

There will be opportunities to reduce use of new materials used in highway maintenance with the use of recycling and re-use of existing road materials

Proposal Title: Highway Asset Management Policy and Strategy**Economy**

Is the proposal likely to impact (positively or negatively) on the area's ability to support, maintain and grow a sustainable, diverse and thriving economy? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

There will be no change in this aspect of the assessment as the principles of the legacy strategies will continue

- 1) Will the proposal encourage local business creation and / or growth?

No

- 2) Will the proposal enable local jobs to be created or retained?

Yes

- 3) Will the proposal promote sustainable business practices?

No

How would the overall impact of the proposal on it's potential to support and maintain a sustainable, diverse and thriving economy be rated?

Green - Only positive impacts identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps)

Provision of a well maintained highway network will ensure that it continues to be available and accessible for all users to access jobs, schools and other services.

Delivery of work required by implementing the strategy will enable local work force to be utilised.

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc)

N/A

Proposal Title: Highway Asset Management Policy and Strategy**Health & Wellbeing**

Is the proposal likely to impact (positively or negatively) on the creation of a inclusive and healthy social and physical environmental for all?

Yes

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will the proposal contribute to improving the health and wellbeing of residents?

Yes

- 2) Will the proposal contribute to reducing inequalities in health between different communities or groups?

No

- 3) Will the proposal contribute to a healthier and more sustainable physical environment?

Yes

How would the overall impact of the proposal on the creation of a fair and healthy social and physical environmental for all be rated?

Amber - Minor negative impacts identified / unknown impacts

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

There will be some short term negative impacts whilst works are undertaken e.g. noise pollution, air pollution and traffic disruption. Longer term there will be benefits as footways and cycleways will be maintained to an appropriate standard to allow them to have continued use.

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

Consideration can be given to methods of working to minimise short term impacts of the works e.g use of plant with reduced noise. These would be addressed as part of each individual project as part of the Health and Safety process.

Proposal Title: Highway Asset Management Policy and Strategy**Learning & Skills**

Is the proposal likely to impact (positively or negatively) on a culture of ongoing engagement and excellence in learning and skills? **No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

The policy and strategy set out principles of Highway Asset Management with works delivered as part of other programmes. These documents do not directly promote learning and skills.

- 1) Will it provide and/or improve opportunities for formal learning?
- 2) Will it provide and/or improve community learning and development?
- 3) Will it provide and/or improve opportunities for apprenticeships and other skill based learning?

How would the overall impact of the proposal on the encouragement of learning and skills be rated? **No Impact Identified**

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

Proposal Title: Highway Asset Management Policy and Strategy**Natural Environment**

Is the proposal likely to impact (positively or negatively) on the protection or enhancement of local biodiversity or the access to and quality of natural environments?

No

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

The policy and strategy set out principles of Highway Asset Management with works delivered as part of other programmes. These documents do not directly affect the natural environment.

- 1) Will it help protect and improve biodiversity i.e. habitats or species (including designated and non-designated)?
- 2) Will it improve access to and connectivity of local green spaces whilst protecting and enhancing them?
- 3) Will it help protect and enhance the landscape quality and character?
- 4) Will it help to protect and enhance the quality of the area's air, water and land?

How would the overall impact of your proposal on the protection and enhancement of natural environments be rated?

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

Proposal Title: Highway Asset Management Policy and Strategy**Sustainable Procurement**

Is the proposal likely to involve the procurement of goods or services which risk negative impact on resources (including power, water, raw material extraction), natural environment or labour markets (e.g. welfare standards)?

No

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

The policy and strategy set out principles of Highway Asset Management with works delivered as part of other programmes. These documents do not directly involve procurement of works.

Has or is it intended that the Strategic Procurement team be consulted?

If the Strategic Procurement team was not consulted, then the explanation for this is:

- 1) Do the Government Buying Standards (GBS) apply to goods and/or services that are planned to be bought?
- 2) Has sustainable resource use (e.g. energy & water consumption, waste streams, minerals use) been considered for whole life-cycle of the product/service?
- 3) Has the issue of carbon reduction (e.g. energy sources, transport issues) and adaptation (e.g. resilience against extreme weather events) been considered in the supply chain?
- 4) Is the product/service fairly traded i.e. ensures good working conditions, social benefits e.g. Fairtrade or similar standards?
- 5) Has the lotting strategy been optimised to improve prospects for local suppliers and SMEs?
- 6) If aspects of the requirement are unsustainable then is continued improvement factored into your contract with KPIs, and will this be monitored?

How is the overall impact of your proposal on procurement which supports sustainable resource use, environmental protection and progressive labour standards been rated?

No Impact Identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

Proposal Title: Highway Asset Management Policy and Strategy**Transport & Accessibility**

Is the proposal likely to have any impacts (positive or negative) on the provision of sustainable, accessible, affordable and safe transport services - improving links to jobs, schools, health and other services? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will it support and encourage the provision of sustainable and accessible modes of transport (including walking, cycling, bus, trains and low emission vehicles)?

Yes

- 2) Will it reduce the distances needed to travel to access work, leisure and other services?

No

- 3) Will it encourage affordable and safe transport options?

Yes

How would the overall impact of your proposal on the provision of sustainable, accessible, affordable and safe transport services be rated?

Green - Only positive impacts identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Provision of a well maintained highway network will ensure that it continues to be available and accessible for all users to access jobs, schools and other services. Provision of good street lighting will mean that footpaths and cycleways are safe to use.

Details of proposed mitigation and monitoring (inc. timescales, responsible officers, related business plans etc):

N/A

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:	Highway Asset Management Policy and Strategy
What changes are being made to the policy/service?	<p>Highway Asset Management principles enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enables the identification and management of the risks associated with our statutory duties to manage and maintain public infrastructure.</p> <p>It is a requirement of the Highway Infrastructure Asset Management Guidance and Well-Managed Highway Infrastructure produced by the Department for Transport, that highway authorities have an Asset Management Policy and Strategy.</p> <p>Each legacy authority had its own policy and strategy. In producing a new BCP Policy and Strategy for Highway Asset Management, we have reviewed these legacy documents against current best practice and produced a set of documents that can be adopted and will shape the way we deliver our highway maintenance programmes for the next 5 years.</p>
Service Unit:	Growth and Infrastructure.
Persons present in the conversation and their role/experience in the service:	Lynne Wait, Asset Engineering Manager, Gary Powell, Head of Engineering, Richard Barnes, Service Unit Equalities Champion
Conversation dates:	4 March 2021
Do you know your current or potential client base? Who are the key stakeholders?	Residents, businesses and visitors from the basis of the key stakeholders. Others include – Public Health Dorset, Bus Operators – More Bus and Yellow Buses, Beryl Bikes.
Do different groups have different needs or experiences in relation to the policy/service?	The Policy and Strategy relate to the maintenance of the BCP Highway Asset and as such cover practically all of the local population so all the following groups potentially will have different needs or experiences– age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, members of the armed forces community, any other factors/groups e.g. socio-economic status, carers. Different groups will vary in their needs and experiences of how they use the highway network and this is unlikely to change as result of the adoption of the Policy and Strategy as they set out how the asset will be maintained rather than make any changes to it.
Will the policy or service change affect any of these service users?	The policy and Strategy will be applied to the whole of the Highway Asset and relate to maintaining it rather than changing or creating new assets. It sets out how maintenance will be prioritised based on condition data and how that data will be used.
[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?	By adopting the principles set out in the Highway Asset Management Policy and Strategy, this would enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enable the identification and management of the risks associated with the Council's statutory duties to manage and maintain public infrastructure. This will be used to inform the proposed highway maintenance programme and ensure that BCP Council are able to fully utilise funding awarded.
What are the negative impacts of the policy/service change on current or potential service users?	None, each legacy authority had its own policy and strategy. In producing a new BCP Policy and Strategy for Highway Asset Management, we have reviewed these legacy documents against current best practice and produced a set of documents that can be adopted by the Council. The overall impact is negligible, as the new Policy and Strategy mirror those already in place for the legacy authorities. The Policy and Strategy set out how the asset will be maintained rather than make any changes to it.
Will the policy or service change affect employees?	No
Will the policy or service change affect the wider community?	Yes – both residents and visitors to our area, businesses, schools and higher education establishments, as all are users of the Highway Asset. However, the overall impact is negligible, as the new Policy and Strategy mirror those already in place for the legacy authorities. The Policy and Strategy set out how the asset will be maintained rather than make any changes to it.
What mitigating actions are planned or already in place for those negatively affected by the policy/service change?	The full extent of any negative impacts will be assessed on an individual scheme/initiative basis.
Summary of Equality Implications:	<p>The Policy and Strategy sets out the way in which the BCP Highway Asset will be maintained. It defines how resources will be allocated to make best use of funding available.</p> <p>By adopting the principles set out in the Highway Asset Management Policy and Strategy, the Council are better placed to be able to demonstrate that it is meeting its statutory duties</p> <p>Therefore, on the whole the Equalities Implications of the proposed programme are positive or neutral</p>

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

CABINET



Report subject	Homelessness & Rough Sleeping Strategy
Meeting date	14 April 2021
Status	Public Report
Executive summary	<p>Everybody deserves a stable, safe and secure home, however, many households in Bournemouth, Christchurch and Poole still face the harmful consequences of becoming homeless or being at risk of this. Homelessness, including rough sleeping, is extremely complex. Addressing the challenges can only develop effectively through collaboration of Council services with local communities, businesses, charities and other statutory and non-statutory partners.</p> <p>Bournemouth, Christchurch and Poole legacy homelessness & rough sleeping strategies require alignment. An aligned interim Action Plan was agreed by Council in November 2019.</p> <p>The Homelessness Reduction Board and Homelessness Partnership have been in place for 2 years now and oversee provide the governance for the preceding action plan and has led to the co-production of a new strategy. The partnership's multi-agency action groups will help to deliver the action plan and this approach continues to strengthen and develop.</p> <p>The Homelessness & Rough Sleeping Strategy and Action Plan provides an ambitious, innovative and ground breaking strategic approach to tackling homelessness in all its forms, with a shared vision of <i>"Ending homelessness in Bournemouth, Christchurch and Poole by ensuring everyone has a safe place to live that they can call home."</i></p> <p>The strategy has 3 clear core aims, each of which have a number of ambitious commitments to deliver.</p> <ul style="list-style-type: none"> ➤ Early & Effective Upstream Prevention ➤ Reducing and stopping the cycle of homelessness ➤ Ongoing Improvement, development and sustainability

Recommendations	<p>It is RECOMMENDED that:</p> <p>Cabinet approves the Homelessness and Rough Sleeping Strategy and related Action Plan following the full review and consultation period that has been undertaken.</p>
Reason for recommendations	<p>All Councils are required to publish a Homelessness and Rough Sleeping Strategy at least every five years. This strategy is the culmination of a co-production process with many partners.</p>

Portfolio Holder(s):	Councillor Robert Lawton (Portfolio Holder for Homes)
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Lead Member	Councillor Hazel Allen (Homelessness)
Corporate Director	Kate Ryan – Corporate Director of Environment and Community
Contributors	Lorraine Mealings - Director of Housing Ben Tomlin – Head of Housing Options & Partnerships Fraser Nicholson – Homelessness Strategy Manager BCP Homelessness Partnership
Wards	N/A
Classification	For Information

Background & The National Context

1. The Homelessness Reduction Act 2017 (HRA) implemented in April 2018, was the single biggest change in homelessness law in 40 years. The Act introduced a number of changes including:

- A strengthened duty for Councils to provide advisory services
- An extension to the period during which an applicant is considered 'threatened with homelessness' from 28 to 56 days
- New duties for Councils to assess all applicants and to take reasonable steps to prevent and relieve homelessness
- These steps will be set out in a personalised housing plan that, wherever possible, must be agreed between the local authority and the customer

2. Households who are statutorily homeless are owed legal duties that fall into three main categories:

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

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

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

3. Government are currently reviewing the impact of the Act, with particular focus on resident outcomes, the changing approach of local authorities and partners to tackling homelessness, the experiences of those customers who approach local authorities for assistance and the additional burden on resources of implementing the new duties.
4. Further to the HRA, 2018 saw the launch of the **National Rough Sleeping Strategy**. This detailed government plan aims to help people who are sleeping rough now and to put in place the structures to end rough sleeping for good. Specifically, halving rough sleeping by 2022 and eradicating rough sleeping by 2027.
5. A number of opportunities to successfully apply for short-term grant funding to enhance the local offer for people rough sleeping across Bournemouth, Christchurch & Poole has seen a range of positive moves into accommodation with support.
6. The *Everyone In* initiative, from March 2020, implemented due to the Covid-19 pandemic saw previously unprecedented numbers of people who had been rough sleeping or precariously housed being accommodated in emergency provision, with subsequent arrangements made to maximise move on and minimise returns to the street. The national policy position required Councils to provide accommodation to these groups as a key contributor to save lives during the Public Health emergency. Homelessness legislation does not offer this safety net to people in these situations.
7. The policy resulted in additional government capital and revenue grant funding awards to help facilitate this work, including providing more homes and critical revenue resources for the provision of specialist support services. The multi-disciplinary approach and strong partnership ethos employed in BCP during this time has received positive recognition and acknowledgement from Government and BCP is seen as an area of good practice nationally.

Local Context

8. The Homelessness Reduction Board and Homelessness Partnership was established in October 2019. The involvement of around 50 different statutory and non-statutory partners has added significant value and momentum to coordinated homelessness activities across the conurbation and will be key to delivering the strategy and action plan. These governance arrangements and partnership approach are cited as best practice across the sector.
9. The Council's Housing Options service assisted over 4000 households in the past year who were either homeless or threatened with homelessness. Where possible advice and support is provided to prevent homelessness and keep people in their homes. Successful prevention is often best delivered in partnership and when person centred. BCP has a wide range of services for residents whose focus is around homelessness prevention. Where services are working together to prevent homelessness, a positive outcome or move is achieved for 79% of those requesting assistance, compared to 71% in the South West and 66% nationally.
10. Where prevention efforts are not successful the Council may be required to provide interim temporary accommodation. 261 homes are used for this purpose across Bournemouth, Christchurch and Poole. Hotel or B&B accommodation is

also regularly used. The Council has around 450 households in statutory temporary accommodation provision, however many more households are known to live in similar precarious interim accommodation, such as sofa surfing or staying temporarily with friends and family.

11. At time of writing, there are around 200 households living in hotels, almost all single people and couples. The strategy recognises the need to reduce all temporary accommodation, particularly hotel accommodation through the delivery and adoption of a housing-led approach, whilst ensuring any emergency temporary housing is of good quality.
12. Homelessness comparative data is not yet fully reliable to benchmark due to the implementation of new regulation and familiarisation with statutory reporting guidelines, indications suggest that the BCP area has been effective at supporting the enhanced homelessness prevention agenda and ensuring households receive the assistance and support they need at the right time to enable them to stay in their homes, or find suitable alternatives.
13. The number of people rough sleeping across the BCP area, has significantly reduced by 65%, to 25 people, in the past year. This is not least due to the national Everyone In policy, but significant credit should be attributed to the many Homelessness Partnership organisations who have all contributed to driving down the most acute form of homelessness.
14. A greater health-led approach to supporting people who become homeless whilst maintaining a strong multi-agency approach in the provision of specialist support has been key. Addressing health needs, substance dependency and meaningful occupation are critical to consider throughout the delivery of the strategy's core aims.

Development of the Homelessness & Rough Sleeping Strategy

15. Further to the establishment of the BCP Homelessness Partnership and Homelessness Reduction Board in October 2019, homelessness charity Crisis facilitated an event to initiate partnership thinking, contributions and priorities for a new strategy. A number of focussed sub-groups were initiated, this included a strategy steering group who has led the project planning and development of the new strategy. The steering group included several board members and senior representatives from a range of partner organisations, reporting to the board.
16. A comprehensive homelessness service mapping exercise was developed across the wider homelessness partnership and data collation and analysis assessment completed. Feedback from the Homelessness Partnership sub groups, alongside data analysis and service mapping provided important feedback on the key issues for which the strategy should address. Evidence and data from a range of recognised national organisations and academic research reports informed the shaping of strategy and critically, the lived-experience sub-group provided essential feedback regarding the issues which were important to those who are currently or have experienced homelessness locally.
17. There has been a great deal of learning from stakeholders experiences of delivering services to people who are homeless during the Covid-19 pandemic. Collective reflections from this period is strongly represented within the

Commitments of the Action Plan to ensure what works across the partnership continues and is developed.

18. The co-production approach to the strategy's development within the Partnership ensured that the draft strategy shared for public consultation was developed by partners for the local area by homelessness stakeholders. Despite the strategy being legally required to be published by the local authority, every effort has been made to ensure its developed, owned and will be delivered by the BCP Homelessness Partnership. Partnership working is considered to be key.

Overview of the Strategy

19. BCP Homelessness Partnership and the Homelessness & Rough Sleeper Strategy share a common vision to "*End homelessness in Bournemouth, Christchurch and Poole by ensuring everyone has a safe place to live that they can call home.*"
20. Three core strategic aims have been identified to underpin the strategy each with a comprehensive group of commitments leading to a multi-agency Action Plan.
- Core Aim 1 – Early and Effective Upstream Prevention: Reducing homelessness by intervening and educating prior to occurrence
 - Core Aim 2 - Reducing and stopping the cycle of homelessness: where this does occur work at making it a one off event
 - Core Aim 3 - Ongoing improvement development and sustainability: ensuring that progress is sustained
21. To support the aspiration of ending homelessness across BCP, specific focus has been given to a number of key areas. Ensuring rough sleeping reductions are maintained and further reducing the number of people living in temporary housing settings will be achieved by collaborative efforts to stop the events that lead to homelessness in the first place and providing effective early interventions and supportive preventative measures that keep people in their homes, or help people to move before homelessness occurs.
22. Where homelessness does occur, the strategic approach will focus on ensuring this is a one-off event and non-reoccurring by minimising this traumatic event, through delivering housing-led solutions for people with a tailored package of flexible and specialist support, accessible when they need it. The strategy ensures a strong health led and holistic needs assessment approach.
23. The strategy is ambitious in both its vision and core aims, homelessness is complex and often a result of structural factors including poverty, inequality, housing supply and affordability, unemployment, welfare and income policies. Whilst acknowledging these issues, the systems, partnerships and service delivery models we employ locally have a profound impact. The strategy ensures that peoples lived experience of local arrangements will always inform the local offer, whilst enabling evidence and data to shape what works when working to end homelessness across the BCP region.
24. The Action Plan is a key element of the direction going forwards. It importantly helps to translate the strategy into action and involves many key actions to be delivered in partnership across BCP in order to make a real difference. Actions are varied and innovative, ranging from establishing a multi-disciplinary health

team to piloting a locker scheme, from facilitating a multi-agency annual homelessness conference to revisiting the mediation offer for parental and family evictions. There are multiple other actions to be progressed, many of which are already underway and should generate positive outcomes that will help deliver the Strategic vision.

Consultation Methodology and Key findings

25. The consultation for the strategy ran between 28th October 2020 and 20th January 2021.

- An online survey was hosted on the BCP Council Consultation Tracker page and promoted through various channels including:
- Social media posts (Facebook, Twitter, LinkedIn)
- Emails to key stakeholders including businesses and the general public
- BCP Email Me Newsletters
- BCP Business e-Newsletter
- Homelessness Forum Newsletter
- Council Services Units and teams
- Stakeholder presentations and workshops were delivered to approximately 340 people from a range of statutory and voluntary sector organisations.
- All Member briefing

26. There were 117 responses to the online survey with most respondents saying they were BCP residents (82%). The consultation achieved a good level of engagement online and offline with the main webpage achieving almost one thousand visits throughout the consultation period. There was a high level of agreement across all the core aims with Core Aim 1 having the highest level of agreement. There was also a high level of agreement with the Commitments across all 3 Core Aims:

27. - Core Aim 1 – respondents agreed most with the commitments to ‘ensure that when people are discharged from institutional settings, they have accommodation and good health support’ and to ‘develop homelessness employment pathways for people who are looking for work’.

- Core Aim 2 – respondents agreed most with the commitment to ‘ensure any victim of domestic abuse has somewhere safe to stay and receive support’

- Core Aim 3 – respondents agreed most with the commitment to ‘share training and learning experiences across the Homelessness Partnership building our collective capacity & expertise’

28. In addition to responding to the main questions, respondents provided additional comments comprising mostly of suggestions for how the Strategy could be changed, improved or effectively implemented. Respondents would like to see greater multi-agency partnerships as homelessness is often a complex issue with a variety of causes and respondents felt it will not be eradicated until these complex arrays of causes can be understood properly and tackled effectively by different services simultaneously.

29. There remain significant challenges to identifying suitable accommodation options for those who become homeless, particularly for people with complex needs and behaviours. Demand for homelessness services is forecasted to increase as the country comes out of lockdown, particularly as unemployment increases and the eviction ban, which has prevented many households from homelessness during the pandemic, comes to an end.
30. Resources to maintain and strengthen services that provide support to households to sustain their homes over the coming years will be critical. Moving towards a housing-led supply approach where a home is provided to a person as quickly as possible, reducing the harmful impacts of prolonged temporary accommodation stays and offering flexible person centred support will be a key measure of success.

Summary

31. Everybody deserves a stable, safe and secure home. Many households in Bournemouth, Christchurch and Poole, however, still face the harmful consequences of becoming homeless. Homelessness, including rough sleeping, is an extremely complex area. Addressing the related challenges can only develop effectively through collaboration of Council services with local communities, businesses, charities and other statutory and non-statutory partners. The Homelessness & Rough Sleeping Strategy provides an ambitious approach on behalf of the Homelessness Partnerships' stakeholders to work together to *End homelessness in Bournemouth, Christchurch and Poole by ensuring everyone has a safe place to live that they can call home.*
32. The BCP Homelessness Reduction Board will oversee the delivery of the new strategy and action plan. An annual review report will be produced of progress, reviewed by the Homelessness Reduction Board and made available as required for Council scrutiny.
33. To build on the Councils best practices approaches in tackling homelessness, BCP Council has recently joined a new collaborative network of local government innovators coordinated by 'The Centre for Homelessness Impact'. This 'What Works Community' project will support the Council to further improve its response to homelessness issues using robust evidence and data, enabling the development of new ideas, network with peers and receive world-class guidance on improving the homelessness service from leading experts in the sector.
34. The strategy is bold and ambitious, in line with and linked to BCP Council's Corporate Strategy and Big Plan. This together with the Council's increased scale and scope and the partnership working which has been key to recent success has not gone unnoticed nationally. This led to a visit in August 2020 by the Minister for Rough Sleeping and Housing, who chose to visit the BCP region after citing the excellent, multi-agency approach taken during lockdown to supporting vulnerable people as part of Everyone In. Additionally, MHCLG (Ministry of Housing, Communities & Local Government) praised us for the significant progress with reducing rough sleeping in the BCP region, again referencing the vital partnership approach which enabled this.
35. The strategy will be updated in terms of its final visual look by the Communications Design Team, who will ensure a final version that is more accessible and includes infographics and pictures, whilst making clear the co-

produced nature of the strategy. The art-work will help to ensure that the final published Strategy document is as inclusive and engaging as possible.

Summary of financial implications

36. The Council receives several annual ring-fenced grants which support the delivery of Homelessness & Rough Sleeping Services. The grants resource a range of Council Housing Options staff teams, commissioned services from partner organisations to prevent and tackle homelessness and some funds are helping support property acquisition.
37. The impact of the pandemic and the Everyone In policy has seen significant financial pressures due to the provision of additional emergency accommodation and support. A robust plan is being developed to manage the financial pressure which aligns with the principles set out in the proposed strategy.

Summary of legal implications

38. There is a legal requirement for Local Authorities to have a Homelessness and rough sleeping strategy that sets out information about; the scale and causes of homelessness and rough sleeping in their area and; how an area will prevent and tackle homelessness and rough sleeping.
39. Further to the statutory requirement to publish a strategy, the statutory order pertaining to BCP council requires an aligned strategy to be developed and published.

Summary of human resources implications

N/A

Summary of environmental impact

N/A

Summary of public health implications

40. The strategy and related action plan discuss and integrate a range of positive activities which benefit health and wellbeing through housing and partnership working with key stakeholders including the CCG, Public Health, Dorset HealthCare University NHS Foundation Trust and the third sector.

Summary of equality implications

41. This strategy will improve links between services, increasing knowledge and experience of working with other services and aim to prevent homelessness and end repeat cases of homelessness and rough sleeping.
42. Throughout the development of this strategy, the needs of service users and potential service users have been considered, reflecting on the protected.
43. Characteristics and other vulnerabilities seeking to achieve positive outcomes for all.
44. This strategy has been shaped with feedback from a range of voices. A 12-week consultation process engaged stakeholders and the general public. This included stakeholder presentations to a wider range of services and partners as well as

ensuring input was sought and included from those with lived experience of homelessness and rough sleeping.

45. As part of the formulation and background research it is known that some groups are at particular risk of homelessness, including but not limited to the LGBT+ community and the ethnic minority community. There have been early scoping meetings with groups such as Dorset Race Equality Council, Community Action Network and the LGB&T Dorset Equality Network regarding this area and ensuring minority groups are given focus. This work will be further developed through the strategy action plan.

Summary of risk assessment

N/A

Background papers

Appendices

- 1 – Homelessness & Rough Sleeping Strategy 2021-2025
- 2 - Strategy Action Plan
- 3– Equality Impact Assessment

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Homelessness and Rough Sleeping Strategy 2021–2025

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April 2021

Foreword

Becoming homeless, or the fear that this could potentially occur, is one of the most damaging experiences that can happen to individuals and families. It can pervade many aspects of life and leave long lasting damage to prospects, potential, wellbeing and health.

The new BCP Homelessness and Rough Sleeping Strategy and Action Plan has been co-produced with the Homelessness Partnership and seeks to focus on key strategic aims supported by a wide scope of ambitious and impactful commitments which will improve local outcomes and improve life chances, communities and overall service provision. This is in line with BCP Council's Big Plan and overriding strategic aims. Everyone deserves a good quality of life, to be healthy and safe and have somewhere they can call home, and this should not be dependent on status.

A multi-agency approach and working alongside community partners is the only way that this can happen effectively, and the Homelessness Partnership is vital to this; the strategy builds and expands on the wonderful work that has been done to date.

Homelessness is an issue which is high on the national agenda. The *Everyone In* response to the COVID-19 pandemic has shown what can be achieved in addressing rough sleeping and our joined up response to this gained national praise and attention, whilst helping people in transformative ways. We need to continue to build on this progress and the commitments reflect this.

It is important to emphasise that homelessness is a much wider issue than rough sleeping, with many people living in precarious or unsuitable homes or in temporary or emergency accommodation. All of this must be considered and is fundamental to our focused approach as we work hard at all forms of homelessness prevention as well as minimising repeat and long term cases and ensuring sustainable solutions which focus on individual need and aspiration.

The strategy is a fantastic opportunity to ensure a wide-ranging and proactive response to this challenging issue, with the community playing a vital part in helping to deliver the strategy through the action plan. Integral to our response is involving those individuals who have lived experience or who have been disproportionately affected by homelessness in shaping our services and delivery so that they best meet the needs of those people that need them most.

Cllr Robert Lawton
Cllr Hazel Allen
Alastair Doxat-Pursar

BCP Council
BCP Council
Faithworks Wessex

Portfolio Holder (Homes)
Lead Member for Homelessness
Homelessness Reduction Board vice-chair

Introduction and purpose

The BCP Homelessness Partnership have worked together to develop a robust and ambitious strategic plan which seeks to make it everyone's business to contribute to the ending of homelessness and rough sleeping across the conurbation, recognising that many residents, communities, businesses and services provide for, and are affected by homelessness in many different ways.

Prior to the formation of BCP Council in April 2019, the legacy authorities all had their own homelessness and rough sleeping strategies, with related action plans. In the period between the creation of BCP Council and this strategy being formulated, an interim aligned Action Plan was created. This coincided with an increased recognition of the value and effectiveness of collaboration, co-production and partnership, leading to proactive measures to formalise and expand this approach.

The first Homelessness and Rough Sleeping Strategy for Bournemouth, Christchurch and Poole has been co-produced with local partners and stakeholders from across the sector. This corresponds with the value placed on joint working and thinking as we seek to put an end to homelessness and its impact in our towns.

The strategy is in six parts:

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- Part 1** **Vision, definition of homelessness and values**
- Part 2** **Homelessness and rough sleeping governance and an overview of the Homelessness Partnership**
- Part 3** **Strategic review and current context**
- Part 4** **Impact of COVID-19**
- Part 5** **Key challenges arising from review and the pandemic**
- Part 6** **Core aims and commitments of the strategy**
- Part 7** **Delivery and monitoring**

Part 1

Vision, definition of homelessness and values

Our vision

“Ending homelessness in Bournemouth, Christchurch and Poole by ensuring everyone has a safe place to live that they can call home.”

This aspiration demonstrates the Homelessness Partnership’s desire to achieve this outcome or get as close to it as we possibly can.

Definition of homelessness

Partners across the Bournemouth, Christchurch and Poole area are committed to working together to ensure homelessness is ended across the conurbation. For the purposes of this strategy we define homelessness as where someone:

- has no accommodation available in the UK or abroad
- has no legal right to occupy the accommodation
- lives in a split household due to availability of accommodation for whole household
- is where it is unreasonable to continue to occupy accommodation
- is experiencing violence from any person
- is unable to secure entry to their home
- lives in a moveable structure but has no place to put this.

It is the ambition of this strategy to:

- Ensure no one sleeps rough or lives in places which are not designed as a home, such as tents, vehicles, squats or non-residential buildings.
- That anyone staying in emergency or temporary accommodation has a rapid rehousing plan specifying their appropriate move-on housing which is suitable and affordable, and support being accessible and flexibly delivered.
- Everyone threatened with homelessness (whether over 56 days or more immediately) is provided with the advice, assistance and support they need to prevent their homelessness, and for people who leave institutional settings and survivors of domestic abuse to ensure that housing pathways are in place so that they do not become homeless.

Our values

The vision and values were agreed by the Homelessness Reduction Board in December 2019 and adopted by the BCP Homelessness Partnership. They demonstrate a wider commitment to ending homelessness, and to homes being places of safety where people can develop, prosper and maintain good health and wellbeing; and being more than a roof or basic place of shelter.

The values illustrate the need for collaborative and innovative joint work across multiple agencies, services and sectors and that this work must be open to new ideas and to the best and emerging practice from around the country and the wider world. In addition, there is emphasis on the need for significant input and insight from people with lived experience of all forms of homelessness, the true experts regarding its impact.

- **Collaboration and co-production:** we can do more together than on our own
- **Integrity:** built on knowledge and listening to each other and those with lived experience
- **What works:** build on the 'bright spots' both locally and learning from other areas
- **Resolution:** recognition that it is everyone's business to seek to end homelessness locally.

Part 2

Homelessness and rough sleeping governance

BCP Homelessness Partnership

The BCP Homelessness Partnership officially launched on 10 October 2019, World Homeless Day, and now involving over 180 people from all sectors across Bournemouth, Christchurch and Poole.

Following the launch, the overarching Homelessness Reduction Board was established ahead of its inaugural meeting in December 2019, and various action groups established covering a broad spectrum of areas such as financial resilience, community support, lived experience involvement, rough sleeping and health, with a wide cross section of people from the sector getting involved to agree key priorities.

The partnership was relaunched with new focus in May 2020, with some added learning from the COVID-19 pandemic. This renewed impetus has led to some early successes and initiatives and will continue to be instrumental to ongoing process and to this strategy. These successes have included proactive *Let's talk renting* and *Let's talk money* initiatives to help prevent homelessness, a hospital pathway team and expansion of mobile health provision as well as a significant reduction in rough sleeping, with enhanced offers of support to those affected or at risk of this.

Homelessness Reduction Board

The Homelessness Reduction Board (HRB) was formed to provide overall strategic lead and governance for the Partnership. The Board includes representatives from various key services including the Dorset Clinical Commissioning Group, Dorset Police, Probation, Adult and Children's Social Care, Housing, and third sector representatives. As the COVID-19 pandemic started to impact, the HRB started to meet more frequently, initially every fortnight, before moving to the current monthly frequency.

Homelessness Forum

The Homelessness Forum is the membership meeting of the Homelessness Partnership and has a wide and active membership from services and organisations with an interest in resolving homelessness in the area, for the statutory, private and voluntary sectors. The Forum, like the HRB, currently meets monthly. The meetings provide an opportunity to update and engage the rest of those in the Homelessness Partnership about what is happening in the sector locally and nationally and disseminating information from the HRB meetings, as well as a range of other matters such as identifying local opportunities for training, funding and collaboration. There is also a Charter which outlines the aims and vision, in line with the HRB Terms of Reference as well as this strategy and helps to maximise coherence and focus.

Part 3

BCP strategic review and current context

The homelessness sector over the past five years has seen a period of significant change and challenge; including welfare reforms, austerity and the single biggest legislative change in homelessness (Homelessness Reduction Act 2017). Services have shifted locally in response to provide a greater emphasis on early intervention and prevention, in efforts to negate the need to provide for homelessness crisis. The reality, however, is that overall homelessness has not reduced, nor has the use of temporary accommodation.

The overarching local priorities for homelessness and rough sleeping have been identified during the formulation of this strategy by considering best practice and data from a wide range of sources nationally, with particular consideration of Crisis' comprehensive *Everybody In* report and recommendations, various research papers from a range of organisations and webinars on subjects including lived experience and changing perceptions, as well as the consideration and analysis of local data and mapping of needs and provision concerning the local picture in Bournemouth, Christchurch and Poole.

Where this includes benchmarking with other areas, the data is compared either to England and Wales, or to areas of a similar population as the BCP Council region. The strategy has been co-produced, meaning that it is not solely a council undertaking, but rather has been created with significant input from the Homelessness Partnership and Homelessness Reduction Board, including from people with lived experience, and the aims and commitments build on the early successes of the partnership. It will also feed into the overarching BCP Housing Strategy.

The local context

The overall number of homeless applications has risen sharply over the last year. There were 4,256 applications in 2019/20 compared to 3,696 the previous year. This represents a rise of 15 per cent. Approximately a fifth of applicants are under the age of 24 and it is also worth noting that this age group also faces other disproportionate disadvantages such as lower mean incomes or salaries and increasing job insecurity, with disproportionate reliance on renting.

Applications in 2020 were broadly in line with last year in terms of age group proportion. The biggest differences are increasing this year in the 18-24 and 30-34 age groups, whilst the biggest drop (and biggest age group change) is a reduction in the 40-49 age group (a drop of about two per cent)

There also appears to be a relatively high proportion of older people being at risk of, or becoming homeless, with just under 8 per cent of applications from people aged 60 or older.

Local data also indicates that single people account for a significant majority of homelessness cases in the BCP region, with 64 per cent of applications being from single people. Nationally, single people represent just under 30 per cent of the population. However, there was a slight drop in single applications in 2020, and a small rise in all categories of families with children. The number of homeless applications with dependent children increased by 52 per cent between 2018/19 and 2019/20.

106 When compared with the six other local authorities (by population) BCP Council accepted 1.84 per '000 of population. This compares with the lowest rate of 0.87 and a highest of 5.57 across the comparative authorities. The average rate was 1.99. All authorities are likely to differ in at least some areas such as levels and affordability of the local private rented sector, employment rates and metrics of health and inequality, and so direct comparison is difficult. The BCP region is very reliant on the private rented sector for resolving housing need and homelessness demand, rents are high and genuinely affordable self-contained move-on accommodation is in limited supply.

The main cause of homelessness is the end of a private rented sector tenancy, normally due to rent arrears or anti-social behaviour, with other common reasons being due to a family being no longer able to accommodate and relationship breakdown. In terms of rough sleeping, BCP has had relatively high rates of this, in common with other seaside towns in the south of England, the relative temporal climate and wealth of the area is attractive in comparison with some other parts of the country. In 2019 the rate of people rough sleeping in BCP was 0.18 per 1,000 households, compared to 0.09 in the south west as a whole, and 0.08 in England. However, the BCP region is a relatively urban part of the south west, and higher figures would be expected, in line with other southern towns and cities of a comparable size. This figure has reduced significantly since late 2019 and is projected to remain low in 2021.

For a full report on this area, including data on protected characteristics, as well as some of the information touched on in the overarching priorities below, please contact fraser.nicholson@bcpcouncil.gov.uk

Early intervention and focus on higher risk areas

Early intervention not only prevents homelessness and reduces its impact, but also prevents and reduces a lot of the harm that is often caused or results from the related impact. In 2019/20 BCP Council recorded 1,215 prevention cases and partner agencies including Shelter and Citizens Advice are also effective in this area. HCLIC (Homelessness Case Level Collection) data shows that collectively we are good at finding alternative homes, but not so strong at keeping people in their homes.

Every case of homelessness is a personal tragedy and it is important to avoid this whenever possible and to help people to remain in their homes via support, intervention and advocacy, also ensuring that landlords are not evicting unfairly or when other solutions could be found.

There is concerning evidence that a very high proportion of younger people who are in the council's single homeless pathway services have previously been open to Children's Social Care, (a July 2020 snapshot demonstrated that all 55 individuals aged 25 or under have been previously known) with a further high proportion previously being LAC (looked after children). This demonstrates a need to review the support and housing pathways available to our young people.

110 A national concern relating to the pandemic lockdown was that this would lead to a further rise in domestic abuse and see this becoming an even greater risk, fears which Women's Aid research show were founded. Data indicates that this was already rising in the BCP area as evidenced by a rise in applications where the priority need was related to domestic abuse rising by 217 per cent between 2018/19 and 2019/20. This does not include any further rise during the lockdown and confirms that we need to have a safe, quick and accessible range of options for those needing to leave such situations. Housing and accommodation solutions are part of this and there will be a joined-up approach in tackling this issue as part of the annual needs assessment undertaken and synergy with the new Domestic Abuse Strategy.

With worldwide focus on the Black Lives Matter movement, it is also important to consider the needs of the local ethnic minority community. This is smaller in the BCP area proportionately than much of the country and homelessness applications are low from this group (around 2 per cent of total) but we need to review this to ensure equitable access and considering factors such as cultural and language differences which could potentially prevent people from seeking assistance.

Similarly, the LGBT+ (lesbian, gay, bisexual, transgender) community is another diverse group that disproportionately faces disadvantage and is overly represented in homelessness cases. Locally, the data is not very good in this area and we need to review and improve our recording to better understand and respond to this and ensure that there are no barriers to approaches or accessing assistance.

With all areas of prevention, it will be important to monitor this closely, ensure good outcomes and intervene with mitigation measures.

Focus on health and wellbeing

There are clear links between homelessness and poor health.

Poor health can lead to increased risk of homelessness, and likewise health can be affected by the risk of losing a home. People can lose their jobs due to being unable to work, particularly in the case of longer-term conditions. This can be exacerbated by mental health being affected due

to the often-constant pressure caused by conditions such as stress, anxiety and depression. This is illustrated by BCP Council's demographic information which shows that the most common factors for all homeless applicants are mental and physical health problems, making up around 45 per cent of the total.

The most severe and pernicious form of homelessness is rough sleeping and there are often further related concerns such as substance dependency. Long term rough sleeping leads to a vastly reduced life expectancy (an average of around 46 years, even less for women at 43 years), so effective health intervention is literally a matter of life and death. The risks involved are numerous, including the very real threat of assault, prolonged exposure to cold and damp, overheating and dehydration, and lack of a balanced diet as well as other aspects such as stress, worry and other mental distress. On top of this there can be further risks such as those relating to overdose and blood-borne disease for those who also battle with dependency.

In the BCP region there are numerous existing services in place to respond to this large and critical need, including the Health Bus, blood-borne virus clinics, specialist substance misuse workers, a new hospital pathway and developing plans for a community hub, and focus will be on enhancing and further joining up health and housing related services. Currently there are some issues regarding access to all such services for those in temporary accommodation, and there remains some siloed working whereby housing and health needs are not jointly assessed, so this is an area to further review and improve.

This work has a key role in preventing homelessness in the first place, resolving, and then helping to sustain the solutions.

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Reducing unsuitable temporary accommodation / B&B and emergency accommodation

At the time of collation of this strategy there are just over 450 people in emergency and temporary accommodation as a result of the COVID-19 pandemic and this has provided an opportunity to accommodate people who had been rough sleeping or at risk of homelessness across the BCP region. A lack of suitable emergency supported settings has resulted in an over-reliance on expensive B&B use with related challenges with throughput.

Quarter four of 2019/20, the latter part of which is when the *Everyone In* approach commenced, saw a rise in placements of 43 per cent from 319 to 453. The previous couple of years had broadly seen consistent figures with an average of 332 per quarter since April 2018. The pre-COVID-19 quarter had seen a drop to below the average, and the lowest number since quarter one of 2018/19.

Similarly, B&B numbers were previously relatively stable, with an average of 75 per quarter before a large COVID-19 related rise in quarter 4 to 185. During this latter period, and in the time since March 2020 a new rough sleeping pathway has been developed in BCP; a multi-agency team which has reshaped the provision, primarily using hotels as places to assess, stabilise and support people with planned move-on housing and support pathways. The provisions delivered due to the pandemic has illustrated an opportunity to strengthen arrangements with partners to provide for people needing emergency assistance and it has been particularly useful to test and challenge the emergency housing environments which work well and should be considered in future planning.

Research for the BCP Domestic Abuse Strategy shows that only 2.9 per cent of those fleeing domestic abuse are found refuge accommodation, with 82 per cent being accommodated in alternative temporary accommodation such as B&B and hostels.

Ending rough sleeping and a housing-led approach

Sleeping rough is the most obvious and harmful form of homelessness, especially when it becomes long term in nature. It can be difficult to address for a host of reasons, especially when those who are impacted feel disenfranchised and have never had a settled home of their own. Additionally, there can be background circumstances such as trauma or an undiagnosed mental health illness, and these often lead to self-medicating with substances, which is often a gateway to dependency.

Addressing this needs to involve each person and what their strengths and aspirations are. Often there has been too much focus on negative aspects such as needs and risk, and while these need to be considered and addressed, the focus needs to shift to a more positive outlook. Recent work with people who are rough sleeping has been moving toward this asset-based approach, including placing increased focus on what housing aspirations are, including with Rough Sleeper Initiative funding and the Drug and Alcohol Team's *Creative Solutions* group.

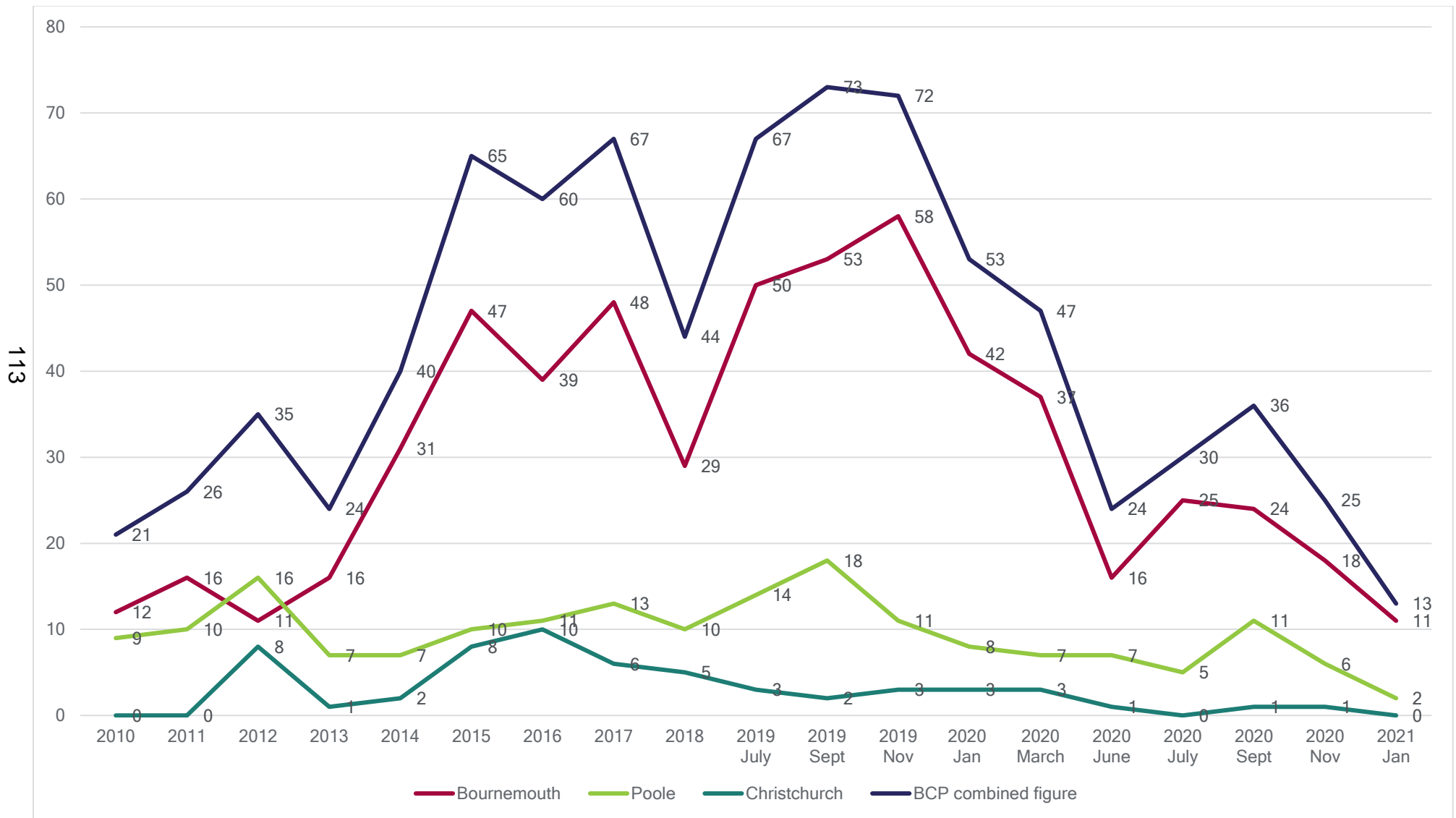
Additionally, our new rough sleeping pathway has been working to not only provide emergency accommodation but to source appropriate move-on solutions. This remains a work in process and area for development and lived experience insight and ongoing involvement will help build on this effective approach, although maintaining the resources required is a risk as it is largely grant funded.

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Rough sleeping numbers had been consistently rising since 2010 in the BCP area, in common with much of the country. However, the previous two street counts in January and March 2020, just prior to the pandemic had seen a significant reduction from late 2019, which was also reflected in a reduction in cases open to the Street Outreach Team. The November 2019 count for BCP was 72, reducing to 53 in January 2020 and 47 in March 2020: a drop Nov-March of 35 per cent. Since then the progress has primarily continues, with November 2020's annual count being 25, a reduction of 65 per cent on the previous year. Since then there has been another count in January 2021, which was 13, the lowest for over a decade and an 82 per cent reduction since the peak in Sept/Nov 2019. (see chart below)

Part of the success with housing people who had previously regularly slept rough has been the housing-led accommodation offer with flexible intensities of support and Housing First accommodation provided to the most disadvantaged people due to their multiple and complex needs and vulnerabilities. Engagement is not mandatory. However, in most cases there is a high level of acceptance of the support offered. In the current Housing First services in BCP, there have been 35 people accommodated in the last three years. Of these there have been three evictions and the remainder have maintained their tenancies to date, a success rate of 91 per cent. To date those allocated to Housing First have largely been those who had consistently struggled to hold down accommodation elsewhere, including supported housing such as hostels, which makes this more striking and impressive. Both housing-led and Housing First are approaches this strategy will intend to build upon and grow.

Street Count figures by year since 2010. Additional bi-monthly figures since July 2019



Best use of current resources

As an area, the BCP region already has a lot of resources currently where the primary focus is on accommodation with support, currently providing over 300 commissioned placements in total. BCP Council's Housing Related Support budget mainly provides supported housing across the three towns for various groups including young people, domestic abuse survivors, single homeless adults, people with mental health illness and older people. Other types of housing related support include floating support to help people remain in their homes.

In addition, there have been successful applications to central government for grant funding to address homelessness, with focus on rough sleeping. In Dec 2019 BCP Council was awarded £1.4 million in RSI (Rough Sleeper Initiative) funding, and in Sept 2020 was awarded funds for the Next Steps Accommodation Pathway to help accommodate those currently in emergency accommodation due to COVID19. More recently there has been further funding including via the Protect Programme and the Cold Weather Fund, although this has been even shorter term in nature.

These awards have helped add extra capacity to existing services such as the Street Outreach Team and Housing First, enabled more effective joint working and multi-agency working, and provided brand new initiatives such as a hospital worker, a psychologist and increased health and substance dependency support.

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Partnership approach and building on success

The Homelessness Partnership has already provided a good foundation for shaping of this strategy in terms of momentum and some early success. There is increased focus in many areas and the involvement from so many organisations has helped with identifying issues and enabling more flexible and creative solutions.

Some indication and examples of initial progress include an increase in homelessness preventions of 33 per cent between 2018/19 and 2019/20, the imminent launch of a contactless giving scheme across the BCP region to help reduce street begging whilst directly assisting homeless people, the initial development of a network of champions with lived experience to help shape local delivery and strategy and central government recognition of the success of the council and its partners regarding the *Everyone In* response particularly in collaborating health, social care and housing services.

In addition, there are already various ongoing plans at different stages of planning including the proposed launch of a multi-disciplinary community hub which will include better access to health interventions, a new housing enquiry gateway solution and a shared data project to reduce the need for multiple assessments as well as better risk management and data sharing.

Part 4

COVID-19 pandemic

The COVID-19 pandemic, which has affected the country, and the world, since the early months of 2020 has had a huge and unique impact on many aspects of life. This has included immediate impact on those most at risk including those without a secure home, with potential longer-term effects on the economy, unemployment levels and an impact on the ability to pay rent or mortgages. In addition, there has been a deterioration in the mental health of many people and a significant rise in problematic areas such as domestic abuse and alcohol misuse. For example, the Royal College of Psychiatrists estimate that the latter had increased from 4.8 million people drinking problematically in Feb 2020 to 8.4 million just four months later, a huge rise of 75 per cent.

The BCP region has been less affected than some parts of the country with comparatively low R rates and deaths overall, at least initially, although there was certainly more impact latterly in the second wave. However, the response has still needed to be wide-ranging, assertive and creative and this is reflected in the local response, including with respect to homelessness. The BCP region approach to this has been effective and recognised nationally and has involved pulling together an integrated team to create a new rough sleeping pathway to source emergency accommodation for those who have needed it, and then having provided a thorough assessment of need, helping source suitable move on options. This work has also included the Street Outreach Team, health, substance and mental health support and interventions, as well as many partners in the community. This learning and practice can be taken forward, built on and improved, and other such areas of learning need to be considered.

Prevention is also vital, given the stated concerns of increased unemployment and rent arrears. This matter has been mitigated to some extent in the last 12 months due to a national ban on evictions, but this remains short term, and is likely to lead to a downstream surge in evictions if not mitigated, so this is a key risk and priority as arrears will be continuing to build for many. The pandemic has also increased attention and focus on those who, in normal circumstances would have great difficulty in accessing housing, including people with no recourse to public funding. Work to find solutions to this is another priority.

During the early days and weeks of the pandemic, and with most people suddenly working from home, there was a need for frequent online meetings to be arranged to keep all agencies and services informed with the constantly changing situation, and in particular with the *Everyone In* arrangements that involved accommodating all those rough sleeping as well as the variables involved with ensuring that anyone who was in need of self-isolating was able to do so safely.

As we later emerged from the worst of the crisis, it was clear that this multi-agency forum needed to be built on and enhanced; expanded to encompass the wider spectrum of homelessness and preventing it in all its forms. This resulted in the Homelessness Forum.

It is likely that the socio-economic impact of the COVIDS-19 pandemic will be far-reaching, particularly in terms of putting more people at risk of homelessness and hardship.

The increased statutory homelessness responsibilities placed on the local authority in recent years, coupled with a high dependence on short-term government grants in this area and the significant financial pressures the wider council has to consider, means that providing cohesive, collaborative and innovative partnerships with other public and voluntary sector services will be critical.

Making best use of our local affordable social housing to meet this need and taking opportunities in the private sector to develop more sustainable housing solutions will be key to this.

Part 5 **Key challenges arising from the review and the pandemic**

Targeted early and upstream intervention

Reducing private rented sector evictions

Ensuring people do not lose their homes due to losing their jobs, with likely rise in unemployment

116 Ending unsuitable B&B placements

Proactive approach regarding ensuring equitable support for minority groups

Increased focus on health and mental and physical wellbeing

More housing-led provision

Continuing to build on partnership and community support work

More affordable move-on housing

More self-contained housing-led provision

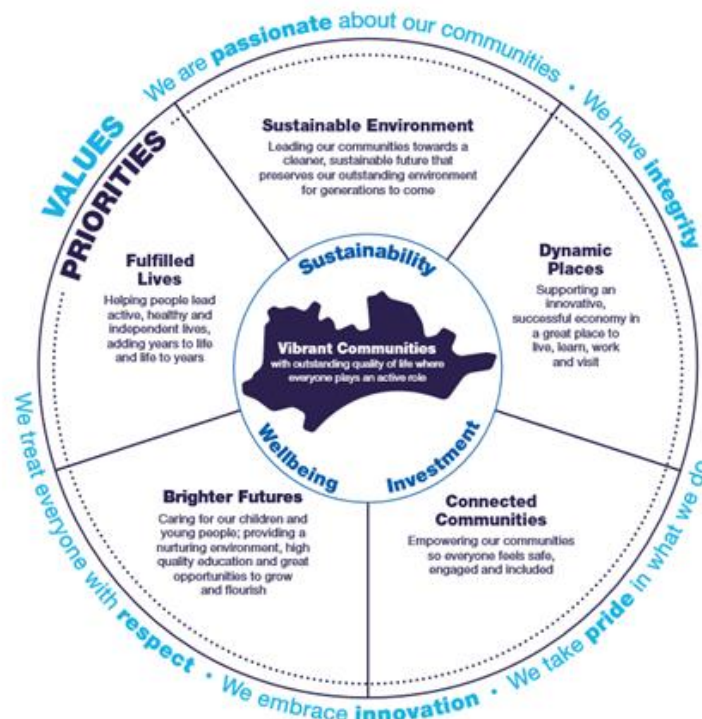
Part 6

Core aims and related links

Three core strategic aims have been identified for this strategy each with a comprehensive group of commitments.

There are direct links with the **BCP Council Corporate Strategy**.

BCP Council's Corporate Strategy



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

► Our Objectives are to...

Sustainable Environment

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

Dynamic Places

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

Connected Communities

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

Brighter Futures

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

Fulfilled Lives

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



BCP Council February 2020

The following core aims have synergy with national strategies and guidelines, as well as being aligned with the Homelessness Partnership's stated vision, values and overarching goals. Some further examples of links are provided below.

- **CORE AIM 1 - EARLY AND EFFECTIVE UPSTREAM PREVENTION: REDUCING HOMELESSNESS BY INTERVENING AND EDUCATING PRIOR TO OCCURANCE**
- **CORE AIM 2 - REDUCING AND STOPPING THE CYCLE OF HOMELESSNESS: WHERE THIS DOES OCCUR, WORK AT MAKING IT A ONE-OFF EVENT**
- **CORE AIM 3 - ONGOING IMPROVEMENT, DEVELOPMENT AND SUSTAINABILITY: ENSURING THAT PROGRESS IS SUSTAINED.**

The 2002 Homelessness Act and associated code of guidance requires local authorities to produce a homelessness strategy every five years, with an annual review and provides guidance as to what should be in a local homelessness strategy. There are three main categories, the first being the prevention of homelessness in the area in question.

The UK Collaborative Centre for Housing Evidence has published a prevention framework with five categories of preventions as follows.

- **Universal**
- **Targeted**
- **Crisis**
- **Emergency**
- **Recovery**

Universal, Targeted and Crisis Prevention activity closely align with Core Aim 1 of this strategy with Emergency and Recovery Prevention aligning with Aim 2, where rapid resolution and ensuring homelessness is brief, a one-off occurrence and is non-recurring remains the focus.

For people who may become homeless it is important to consider the standard of accommodation and affordability to ensure sustainability and maximise the chance of long-term success and minimise repeat cases. Areas such as location and accessibility also need to be considered carefully. Support is also crucial as there are many instances where the provision of accommodation alone is unlikely to be sufficient to safeguard against a tenancy breaking down and tailored and person-centred support will be required.

Finally, the third core aim builds on the previous two to ensure that progress is ongoing and that there is continual learning, innovation and improvement.

In summary Aim 1 is concerned with preventing homelessness from occurring in the first place. Aim 2 prompt, effective and sustainable solutions to those cases that do occur and Aim 3 is about ensuring homelessness is ended across the BCP region by ensuring that there are no repeat cases and that ongoing practice and education works towards this collectively, that there is not complacency when the situation improves.

If cases can be prevented in the first place, and with those cases that do occur being prevented from re-occurring, then this will significantly reduce and eventually end the numbers of people/families being made homeless, including the numbers of people sleeping rough. The earlier that this prevention work can be done, the less impact and potential harm will be done to those involved in terms of factors such as stress, exponential financial difficulties and related effects such as those on a child's education.

As people, in many cases supported in the community by their neighbours, peers and the voluntary and faith sectors, receive help to remain in their homes, get re-housed or perhaps get their own accommodation for the first time, there are likely to be further benefits to ensure these activities collaborate a focus on providing meaningful occupation, volunteering, training, employment and leisure.

Core aims and commitments

For each core aim there will be a summary of some key considerations followed by specific commitments for each area.

CORE AIM 1 EARLY AND EFFECTIVE UPSTREAM PREVENTION: REDUCING HOMELESSNESS BY INTERVENING AND EDUCATING PRIOR TO OCCURANCE

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It is important to ensure that there are no inevitabilities in terms of people becoming homeless and that no one is missed or falls between the cracks. This will include early targeted intervention in terms of high-risk groups and ensuring that all parts of the community are reached and supported, including minority groups. Additionally, some people who have never previously been at risk of homelessness may find themselves at risk due to a health crisis, relationship breakdown or shifting employment conditions such as those related to the *gig economy* (temporary or freelance employment) or similar.

Early action is also vital in ensuring that homelessness is prevented through education and the promotion of support available across all sectors and that potential problems such as rent arrears or notice being given by a landlord, prison releases and hospital discharges or a transition from care are addressed promptly.

Building on existing and developing work in terms of partnership working across the BCP region to ensure that silo working is minimised with good and honest communication and clear messaging which supports collective working. This also includes working with local landlords, providers and communities to ensure that accommodation is well maintained, safe and that standards of accommodation are high and provide an incentive to remain accommodated, with a focus on homes rather than units of accommodation. This will also help enhance local communities.

Finally, there is a need for close working between prevention services, housing and health to ensure that people receive access to health interventions and treatment, with focus on people who are currently being forced to sleep outside as well as with households and families at risk of becoming homeless and in insecure or poor quality accommodation and help to access any other help that may be required. This work will include further development of a health hub and a hospital pathway team.

Commitments for Core Aim 1

- Provide timely housing options planning and support advice to all care leavers, and other relevant under 19-year-olds, which supports their pathway plan.
- Develop homelessness employment pathways for people who have recently lost employment or who are otherwise looking for work.
- Ensure that when people are discharged from institutional settings, they have accommodation and services in place to help them avoid homelessness, including good health support.
- Ensure specialist settled housing, care and support is in place for groups of people who require a more tailored setting and home.
- Develop a web-based housing advice platform for anyone seeking advice, guidance, and support if homeless or threatened with homelessness
- Provide targeted support and early intervention to all groups at greater risk of homelessness, including the 'hidden homeless' and those in precarious accommodation and also relating to health, frailty and complex cross-cutting challenges.
- Communicate clear housing support and assessment pathways.
- Strong partnership working to continue to develop and enhance support being delivered.
- High standards of accommodation that communicate value and worth to their occupants.
- Work alongside landlords to create robust early alert systems and ensure protocols are in place for tenancies at risk or when properties are going to be removed from the market.
- Ensure mediation is available to maintain or repair relationships whilst longer term housing solutions are identified.
- Provide early advice and housing options services to people leaving the armed forces and prioritise veterans for housing and support.
- Ensure appropriate safeguarding practices are embedded across the Homelessness Partnership, inclusive of further developing a robust multi-agency safeguarding approach for rough sleeping.
- Focus on significantly reducing homelessness-related deaths including those dying of suicide, due to poor health or as a result of being a victim of crime.

CORE AIM 2 REDUCING AND STOPPING THE CYCLE OF HOMELESSNESS: WHERE THIS DOES OCCUR, WORK AT MAKING IT A ONE-OFF EVENT

The desire is to eliminate homelessness altogether, and this will be our focus. However, there will still be cases that arise and need to be resolved. On such occasions there will be a need to source suitable accommodation as promptly as possible to minimise time that people are rough sleeping, sofa surfing or in unsuitable accommodation. Whilst B&B accommodation will have a limited role due to the need for quick solutions, this will be minimal as this is not the desired or best solution, especially for families with children. The focus will be on better standards and value for money options.

Giving people as much of a stake in their accommodation as possible, whether temporary/emergency accommodation, supported housing or their longer-term home is also important, as is involving those with lived experience to all aspects of partnership working, including the outworking of the strategy, as well as in its formulation.

Those who require additional support will need this at different levels and for differing lengths of time. There will need to be flexible solutions which focus on an integrated and multi-agency approach and have the ability to increase and decrease as needed to maximise long term success. This is particularly important for those who have experienced multiple challenges who may need a creative or bespoke approach including relating to their health and mental health. This will also involve multi-agency and cross-departmental work regarding cross-cutting areas such as aggressive begging and street-based anti-social behaviour where there can be some links with homelessness, whilst being sure to avoid inaccurate conflation and ensure support-led.

Commitments for Core Aim 2

- An end to rough sleeping in the BCP region within the lifetime of this strategy.
- Reduce the dependency on inappropriate B&B accommodation, instead providing more suitable emergency housing solutions.
- Focus to be on the inherent strengths, potential and aspirations of each person, couple and family, rather than concentrating primarily on needs and risk factors.
- Provide flexible approaches, according to need, and ensuring that no one is left behind or falls between provisions.
- On any occasion where rough sleeping coalesces with anti-social behaviour, the approach will be support-led and any resulting enforcement will be proportionate and a last resort.
- Working with the private rented sector, registered social landlords/supported housing providers and BCP Council to maximise the range of affordable and sustainable accommodation available for those who are or become homeless. This will include various forms of supported housing, bedsits, studios and flats suitable for individuals or couples and larger properties for families.
- To provide an accommodation and support offer to any local resident who may otherwise sleep rough regardless of priority need or intentional homelessness – adopting a 'No First Night Out Approach'.
- Seek long lasting housing led solutions for everyone, including a focus on affordable rapid re-housing pathways.
- Ensure any victim of domestic abuse has somewhere safe to stay and receive support.
- Provide specialist and targeted programmes of meaningful occupation, volunteering and employment for people who have complex needs
- Consider adopting critical time intervention for people who are affected by homelessness to ensure they have the access to the right support, resources and services at the right time irrespective of their tenure.
- Provide an appropriate range of support for people with substance dependency to aid them maintain and find a home.
- To provide more social rented affordable housing, including Housing First to more people affected by homelessness.
- Ensure that there no systemic barriers to health provision, including access to GPs and dental care.

CORE AIM 3 ONGOING IMPROVEMENT, DEVELOPMENT AND SUSTAINABILITY: ENSURING THAT PROGRESS IS SUSTAINED.

All aspects of the Homelessness Partnership, including the Homelessness Forum will continue to drive co-operation and joint working through various action groups and under the strategic direction and oversight of the Homelessness Reduction Board who will monitor the progress of the partnership and also the aims and action plan of this strategy.

As and when services relating to homelessness and rough sleeping come up for procurement and tendering, BCP Council will work with stakeholders including the Homelessness Reduction Board to ensure that future provision is of a high standard, good value for money, willing and able to meet and respond to local needs and priorities and being mindful of future trends, challenges and objectives.

Partners will also work together to ensure that all local services working in or related to the field of homelessness are flexible and responsive in terms of local need, and are willing to consider amending practice if necessary in order to ensure strategic relevance and offering the most effective solutions to those at risk of homelessness. We will ensure that those with lived experience have an active part to play in relation to this, with their experience and insight crucial and invaluable.

Commitments for Core Aim 3

- Ongoing communication with the general public regarding promotion of services and progress with tackling homelessness, as well as ensuring the public is informed on the reality, scale and causes of homelessness, and addressing misconceptions.
- Regularly review what we do, using data, feedback and evidence to make a positive change and impact. This will include regularly consulting and seeking insight from people with lived experience of homelessness.
- The Homelessness Reduction Board to oversee progress of the strategy and action plan and ensure corrective action if required
- Full framework, review and procurement process of housing related support services and rough sleeping pathway
- Use data, feedback and evidence to understand ways to work smarter to manage demand and to inform how we improve prevention and relief intervention services.
- Improve our understanding and service offer to ethnic minorities, the LGBT+ community and other minority groups.
- Provide psychologically informed environments for people who access the services provided by BCP Homelessness Partnership providers.
- Share training and learning experiences across the Homelessness Partnership building our collective capacity and expertise.
- To deliver a community hub where services for anyone who is rough sleeping and those in temporary accommodation can improve health wellbeing and housing outcomes by ensuring a holistic and proactive package of tailored support.
- Commit to deliver common info sharing, assessment and risk tool.

Part 7

Delivery and monitoring

Action plan

The core aims and commitments of the strategy have been broken down into specific and measurable actions. These ensure that the *how, who and when* detail is represented. This has involved stakeholders from across the Homelessness Partnership, both in terms of setting and delivering the agreed actions, and they will continue to be involved in the implementation. Feedback from the consultation has been incorporated as part of this process and there is a thread from strategic aim to specific action, allowing for monitoring and measuring of progress and success. The action plan will be appended to the strategy.

The work and action points needed to deliver on the core aims and commitments will primarily be delivered through the action groups in the Homelessness Partnership as well as any sub or task and finish groups from these. These groups are accountable and report to the Homelessness Reduction Board which will provide oversight and quarterly monitoring. There is also good representation from wide cross-section of services and departments, and any gaps will be identified and addressed. There is also likely to be the need for some additional action groups to ensure the scope is covered in full.

123 This approach ensures that wider needs than accommodation alone are considered and will help to give consistency to the manner of evidence and data gathering, the insight and input of those with lived experience and personalisation of services.

Monitoring and review


The strategy action plan will be reviewed and monitored by the Homelessness Reduction Board every quarter with alignment with the council's key performance indicators and the Corporate Plan and priorities. The Strategy Steering Group will take a lead role in ensuring a performance data set is produced quarterly and reports provided to the Homelessness Reduction Board and governance structure.

The strategy and action plan will also be kept in regular review, to ensure it maintains strategic relevance to the shifting landscape of homelessness. An annual report with updated action plan will be produced and presented to the council, the Homelessness Reduction Board and associated forums.

Contacts


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CORE AIM 1	 EARLY AND EFFECTIVE UPSTREAM PREVENTION							
Commitment	Action Point	Lead Associated Action Group Lead Action Groups will work with other Action Groups as required and may also have additional task and finish groups	Measures of success and impact	Short, mid or long term	RAG rating	Target completion date	Key actions taken	Key successes
1.1 Provide timely housing options planning and support advice to all care leavers and other relevant under 19 year olds	Strengthen working links and communication between Housing, Childrens Social Care and other key partners such as Drug & Alcohol Commissioning Team, mental health services such as CAMHS (Children & Adolescent Mental Health Service) and vol partners, inclusive of existing Housing Resource Panel. This will be linked to CiC/CEYP Sufficiency Strategy Action Plan which already has links with Strategic Housing	Focussed Upstream Prevention	Early identification of risks leading to reduced escalation to homelessness occurring, joint working ensuring visibility and engagement - no falling between provisions and consistent pathways	M		31/03/2022		
	Specific focus where known or statistically higher risks including where a know family history or high ACEs (Adverse Childhood Experiences), the LGBT+ community, ethnic minorities or other minority groups.		More accurate data re high risk groups, increased early engagement, reduced cases of homelessness for these groups	M		31/03/2022		
	Early education including the utilisation of peer mentors and community leads/inc those with lived experience		Better engagement, reduced barriers	M		31/03/2022		
	Produce a care leavers housing protocol to help inform plan for future demand and improve process		Reduce the number of care leavers in inappropriate temporary housing and ensure everyone has a housing pathway plan	S		31/10/2021		
	Reduce both the proportion and number of young people who enter the Single Homeless Pathway and maintain progress		Increases in the care leavers offered a settled home, reduction in numbers accessing the Single Homeless Pathway and/or rough sleeping at any point	L		31/03/2023		
1.2 Develop homelessness employment pathways for people who are unemployed including those who have recently lost their job	Homelessness employment pathways to be incorporated into Personal Housing Plans	Community Support Action Group	Fewer cases of unemployment causing or maintaining homelessness, quicker re-employment for those who lose jobs with this helping to maintain accommodation, fewer losses of tenancies, fewer repossessions	S		31/10/2021		
	Investigate and develop existing and potential options from community groups to assist people back into employment, education and training		Increased cases of people accessing employment, education and training	S		31/10/2021		
	Consider specialist programmes and a training and skills hub for those with the greatest barriers to employment, such as people who have been street homeless for long periods		Increase in the number of persons who are employed or in training and apprenticeships etc. Access to a wider sphere of support with a resultant sense of belonging	M		31/03/2022		
	Focused work with young people around accessing meaningful employment, including via apprenticeships, with particular consideration of the impact of the pandemic on education and recent work opportunities		More young people accessing sustainable jobs and apprenticeships	M		31/03/2022		
	Specific help is provided for anyone who is at risk of losing their home as a result of COVID-19 related unemployment to enable them to return to work as quickly as possible		Prompt re-employment, means and ability for increased numbers of those affected to retain or regain accommodation	M		31/03/2022		
1.3 Ensure that when people are discharged from institutional settings that they have accommodation and support services in place	Update Hospital and Prison discharge protocols	Focussed Upstream Prevention	Any issues resolved more speedily, reduced instances of contact being lost at either end	S		31/10/2021		
	Demonstrably embed the use of Duty to Refer (DTF) to maximise likelihood of accommodation being in place upon release/discharge		Reduction in number and proportion of people released/discharged to no accommodation	M		31/03/2022		
	Support needs and strengths/ aspirations identified at an early stage to enable most appropriate support, opportunities, mentoring upon release/discharge		Increased instances of prompt engagement with positive interventions, activities. Decreased cases of individuals being left with no support and re-offending, relapsing.	M		31/03/2022		
	Consider bespoke and specific accommodation provision for women leaving prison		Reduction in number and proportion of women reoffending, repeat homelessness. Increase in successful reintegration.	M		31/03/2022		
	Ensure a responsive approach to anyone who is released or discharged earlier than planned to ensure they receive accommodation offers rather than be verified rough sleeping		Fewer cases of homelessness caused by early release or discharge. Fewer cases of reoffending, few cases of related rough sleeping, increase in positive outcomes	S		31/10/2021		
1.4 Ensure specialist housing, care and support is in place for groups of people who require a bespoke home	Evaluate the outcomes of the Government's Protect Programme locally and consider future options and funding, including bespoke' solutions in accommodation and support provisions	TA move on/Accommodation Action Group	Better and quicker accommodation options for people who do not want more typical provision, due to preferences and specific situations.	S		31/10/2021		
	Increase and expand Housing First provision in an ongoing manner, ensuring a multi-disciplinary approach		Understanding of impact and how to improve wider offer, more capacity, less rough sleeping, positive feedback from tenants	L		31/03/2025		
	Align support services and related service standards with Housing First Core Principles, including floating support and other Housing Related Support commissioned and grant funded services		Consistent service provided, value for money, minimise potential reliance on grant funding	M		31/03/2022		
1.5 Develop a web-based housing and homelessness advice platform	In partnership with the Smart Place programme launch a proof of concept challenge platform to identify potential system options	Data & Insight Action Group	Increase online self-help service offer for residents better able to resolve own housing circumstances and access specialist support	M		31/03/2022		
	Make clear to stakeholders and the general public that this platform will be to empower people who have the ability and desire to use it, and will allow staff resource to be freed up to give added time and focus to those who can not use this for a variety of reasons		Better and quicker access to housing solutions for those who have the ability, means and desire. More staff time and resource to directly help those who need it	S		31/10/2021		

1.6 Provide targeted support and intervention to all groups who are at greater risk of homelessness including the 'hidden homeless' and those in precarious accommodation	Establish closer links with community organisations and leads re disproportionately affected groups in terms of known/statistically higher risks. This will include the LGBT+ community, ethnic or other minorities, those with known ACEs, trauma or substance dependency. (Links with 3.5)	Focussed Upstream Prevention/Financial Resilience	More accurate data re high risk groups, increased early engagement, reduced cases of homelessness for these groups	M		31/03/2022		
	Publish a Prevention Toolkit for people who have rent/mortgage arrears and are at potential or identified risk of eviction or repossession		Minimise cases of first-time homelessness (individuals, couples, families etc) with support re finances (and related such as signposting for retraining) specifically.	S		31/10/2021		
	Ensure that health assessments are included in Housing Options plans for people that are at risk of or threatened with homelessness (link with Health AG)		Early identification of risks to accommodation /of homelessness that are linked to poor health	S		31/10/2021		
	Utilise data and technology to help identify those most at risk both as individual cases and with wider perspectives (e.g. wider geographies/neighbourhoods at higher risk) Also use technology to provide self help tools to maximise efficacy and empowerment.		Data providing more focus and ability to target resources effectively. Increased opportunities for people to help themselves where appropriate and wanted.	M		31/03/2022		
	Build on learning from <i>Everyone In</i> regarding those precarious housed, those who are 'hidden' in terms of their homelessness such as sofa surfing and ensuring focus on people who are/are likely to be found to have NRPF (No Recourse to Public Funds) but who are currently in accommodation and working		Reduced cases of escalation to rough sleeping, improved early help and long term resolution to such cases. Reduced cases of people with NRPF becoming homeless	S		31/10/2021		
1.7 Communicate clear housing support and assessment pathways	Engage with What Works Community (WWC) academy with the Centre For Homelessness Impact and review the BCP Council support service for people in temporary accommodation	Focussed Upstream Prevention	Better understanding and insight in relations to data in relation to effective (or otherwise) housing and support delivery locally	S		31/10/2021		
	Alignment of rough sleeping and homeless pathways in BCP Council Housing Options Team		Consistent approach applied in terms of standards and minimal offer, flexibility applied as to solutions	M		31/03/2022		
	Restructure of BCP Council support functions.		Improved alignment of support services, better use of resources	M		31/03/2022		
	Ensure that all partner agencies and community support services are aware of and involved in pathways through regular training and stakeholder workshops		Clear understanding of pathways and how to refer and interact	S		31/10/2021		
1.8 Embed strong partnership working and a homelessness prevention ethos across services	Further build on good practise re eviction being a last resort, and widen partnership working and consider organisational peer support	Focussed Upstream Prevention	Reduced evictions, reduced need for enforcements, better working relationships	M		31/03/2022		
	Promote training for RSLs (Registered Social Landlords) and the PRS (Private Rental Sector) re trauma and complex needs, and the need for a flexible and empathic approach		Maximise consistency of approach. Less evictions and better resolutions to concerns and tenancy-related issues	M		31/03/2022		
	Seek to get more PRS landlords involved in the Homelessness Partnership, working alongside them to increase access for households experiencing or at risk of homelessness		More PRS representatives in the Homelessness Partnership. Better understanding of trauma and complex needs from housing management teams. Flexibility and tolerance leading to a reduction in evictions.	S		31/10/2021		
	Conduct an exercise to identify any remaining unidentified gaps or weaknesses in provision or in partnership working and seek to involve relevant organisations and services		Increased ownership and co-operation. Improved scope in areas such as learning disabilities and autistic spectrum	S		31/10/2021		
	Implement & promote Private Rented Assistance Schemes & PRSO policy		Schemes and policies in place and effective and well publicised with stakeholders and the public.	M		31/03/2022		
1.9 Encourage and provide high standards of accommodation that communicate value and worth to their occupants	Collate and agree a set of standards and commitments forming a Housing Standards agreement or similar	TA move on/Accommodation Action Group	Improved and minimal standards, consistency across landlords	M		31/03/2022		
	Identify affordable services to assist people who were homeless with decorating and furnishing new homes		Increased sense of ownership, better wellbeing	M		31/03/2022		
	Deliver a pet-friendly accommodation offer to help reduce barriers to accommodation and enhance wellbeing		Increased and more varied accommodation for households with pets, increased levels of wellbeing	M		31/03/2022		
	Establish system of tailored starter packs for new residents and including wider information about insurance, cuckooing, safety and budgeting tips or as appropriate		Better informed tenants, increased levels of self efficacy	S		31/10/2021		
1.10 Work alongside landlords to create robust early alert systems and ensure protocols are in place for tenancies at risk	Produce a study of the reasons for previous evictions to help inform clear understanding of any trends or spikes and help with future mitigation	Focussed Upstream Prevention/Financial Resilience	Address root causes proportionately, reduce evictions, reduce initial enforcement	M		31/03/2022		
	Work alongside landlords to consider potential solutions and interventions that would prevent evictions, agreeing a tenancy sustainment offer		Clearer understanding of main issues based on data and evidence	M		31/03/2022		
	Ensure tenancy support protocols are in place with all landlords and services supporting both tenants and landlords.		Developed partnership working resulting in less evictions	M		31/03/2022		
	Produce a PRS tenant evaluation annual report outlining local experiences and demonstrating increased and productive dialogue between PRS providers and people with lived experience. Links to Lived Experience Action Group		Fewer instances of escalating issues occurring due to misunderstanding or breaks in communication, increase in mutual trust. More satisfied tenants	M		31/03/2022		
	Work with the WWC academy support service and Crisis to improve the use of data analysis and evidence to improve service delivery		Better data analysis and resultant informing of need and provision. Better services as demonstrated by outcomes and customer feedback	M		31/03/2022		
1.11 Ensure mediation is available to maintain or repair relationships whilst longer term housing solutions are identified	Review EPS (Early Prevention Service) function using data analysis with a view to developing the service's core prevention aims	Financial Resilience	Better data and related insight, best use of resources, increased prevention rates as a number and proportion of cases.	M		31/03/2022		
	Explore what extra or new services can be put in place alongside Children's Social Care specifically regarding mediation. This will be linked to wider upstream prevention work with young people		Better mediation, fewer young people being asked to leave home, fewer cases of young people losing accommodation including foster care, and other supported settings.	L		31/03/2023		
	Review the Homelessness Prevention offers in early mediation work with parental and family eviction		Reduce the number of parental evictions and young people entering the homelessness pathway	M		31/03/2022		

1.12 Provide early advice , housing options services and support to people leaving the armed forces and prioritise veterans	Agree a referral pathway and protocol for armed forces and related services	Focussed Upstream Prevention	Increased understanding of accommodation pathways and how and when to refer.	M		31/03/2022		
	Promote services such as SAFFA (Soldiers, Sailors, Airmen and Families Association) and deliver the Housing related commitments in the Armed Forces Covenant within the Homelessness Partnership and residents		Better communication leading to more referrals for veterans at risk of homelessness	S		31/10/2021		
	Provide offers of accommodation to all eligible veterans who become homeless so that no-one needs to sleep rough in order to get help		Reduction in the number of veterans who become homeless, including rough sleeping cases.	S		31/10/2021		
1.13 Ensure appropriate safeguarding practises are embedded across the Homelessness Partnership, inclusive of further developing a robust multi-agency safeguarding approach for rough sleeping	Promote the MARM (Multi-Agency Risk Management) process and toolkit with Homelessness stakeholders, increase confidence and competence in its use.	Health Action Group	Increase appropriate use of the MARM process, better safeguarding and proactive, positive and collective management of risk	S		31/10/2021		
	Maximise and share training opportunities across providers and partner agencies to consistently raise standards and knowledge		Better trained staff, more confidence in processes, more consistency in approach	L		31/03/2025		
	Ensure local policy and practice consistently reflects national safeguarding policy and best practise, particularly in relation to homelessness and excluded groups		Lessons learned from other areas are applied as appropriate, including best and improved practise, fewer safeguarding issues, better handling of identified safeguarding concerns	L		31/03/2025		
1.14 Focus on significantly reducing homelessness-related deaths including those dying of suicide, due to preventable poor health or as a result of being a victim of crime	BCP Council Housing Team and relevant partners to ensure all designated actions from Suicide Prevention Action Plan are met and to ensure communicative and collaborative working to this end.	Health Action Group	Enhanced support to vulnerable tenants in local authority or RSLs, appropriate and supportive welfare benefit advice service for those receiving acute mental health support, support staff from all housing related support service better trained re suicide prevention. Reduced rates of suicide, and reduced suicide attempts	L		31/03/2022		
	Reviewing of reporting and evaluation around homelessness related deaths to maximise learning and training in this area.		Better practise, fewer near misses, fewer A&E admissions due to self-injury and overdose, fewer deaths	M		31/03/2022		
	Ensure specific learning from Oxfordshire in this area, as well any documented best practise from other localities		Reduced preventable deaths and related concerns	M		31/03/2022		
	Development of the planned multi-disciplinary team, inclusive of health partners, to ensure a whole-scale approach to safeguarding the health and wellbeing of individuals, including early intervention		Better health outcomes, with quicker diagnosis of issues leading to fewer and shorter hospitalisations, fewer escalating issues, fewer life changing complications such as amputations and fewer early deaths. Better wellbeing and mental health	M		31/03/2022		
	Together with DACT (Drug & Alcohol Commissioning Team), Dorset Police and Community Enforcement, consider potential solutions to the 'where' problem issue of safer injecting for those still drug dependent, taking a health-first approach		Less problematic drug use in public spaces such as parks, communal stairwells, car parks and beaches. Better access to support interventions and first aid if required.	L		31/03/2023		

CORE AIM 2	 REDUCING AND STOPPING THE CYCLE OF HOMELESSNESS							
Commitment	Action Point	Lead Associated Action Group Lead Action Groups will work with other Action Groups as required and may also have additional task and finish groups	Measures of success and impact	Short, mid or long term	RAG rating	Target completion date	Key actions taken	Key successes
2.1 To end rough sleeping in the BCP area within the lifetime of the strategy	Task & Finish Group to produce recommendations regarding fair access to prevention services, accommodation advice and information for people with No Recourse to Public Funds	Rough Sleeping	Reduction in unresolved cases and a related reduction in people with no recourse being forced to rough sleep. Clarity of local position and ways forward	S		31/10/2021		
	All offers of accommodation to consider both history and aspiration of applicant(s) as well as specific circumstances and needs		Considered matches to suitable accommodation leading to fewer tenancy breakdowns and increase in related personal progress for the individuals and families concerned	M		31/03/2022		
	Ensure sufficient supported accommodation that accepts couples and pets		Reduced barriers to accommodation, and increased choice for couples and those with pets	M		31/03/2022		
	Ensure the views, concerns and suggestions of those with lived experience inform provision, practise and commissioning. Links to Lived Experience Action Group		High levels of involvement and input which do not significantly drop off will demonstrate effectiveness. Insight provided will contribute to more effective services	L		31/03/2025		
	Ensure wider, intrinsically linked, needs such as health, income, mental wellbeing and substance dependency are addressed and met via a multi-display approach		Fewer early deaths, fewer people with prolonged ill health, accommodation better sustained once provided, quality of life and wellbeing improved	L		31/03/2025		
2.2 Reduce the dependency on inappropriate B&B accommodation	As other short-term options including Somewhere Safe to Stay (SSStS) become available, work towards ceasing the use of B&Bs with identified lower standards as part of overall reduction in B&B usage.	TA move on/Accommodation Action Group	Disincentivise poor provision, save money for better usage, better accommodation options and standards for homeless households.	L		31/03/2023		
	Identification and implementation of a suitable site for provision of a SSTS service		Reduction in Emergency Accommodation/B&B, prompt routes off the streets for people who are at risk of rough sleeping, reduction in cases rough sleeping for one night or more.	S		31/10/2021		
	Develop supported family hostels across the BCP region		Reduce number of families in B&B for over 6 weeks	L		31/03/2025		
	Ensure more accessible supported accommodation is available, including at short notice.		People with more specific needs such as relating to mobility not needing to waiting longer, or at least not significantly so.	L		31/03/2023		
	Commission a review of the Councils Temporary Accommodation Portfolio		Clear picture of current provision	M		31/03/2022		
2.3 To provide more social rented affordable housing, including Housing First, to more people affected by homelessness	Ensure all eligible single people who are homeless have a clear pathway to access social housing where they need it via the new BCP Allocations Policy	TA move on/Accommodation Action Group	Less time spent in emergency/temporary accommodation	M		31/03/2022		
	Implement the delivery of the Housing First Service Level Agreement with Registered Housing Providers		Additional accommodation for this purpose, enhanced multi-agency working, better communication, increase in successful placements, decrease in unplanned exits.	M		31/03/2022		
	Maintain engagement with Registered Providers, BCP Council re BCP Council's development brief for new-build housing and synergy with the wider Housing Strategy.		Further provision of affordable housing in the medium to long term	M		31/03/2022		
2.4 Focus on the inherent strengths, potential and aspirations of each person, couple and family	Collectively shift focus from deficits and problems to strengths and aspirations via training and ensuring national best and emerging practice is shared and adopted	Lived Experience Action Group	Positive outlook, building on existing skills and interests to move forwards, greater autonomy and empowerment	L		31/03/2025		
	Services work on reviewing assessment processes, paperwork etc to reflect this shift in emphasis from problems to solutions		Less focus on perceived past failures and of reliving past traumatic situations. Better experience for those seeking assistance	M		31/03/2022		
	Maximise humanising practise, including ending use of descriptions such as <i>rough sleeper</i> . Gain insight and feedback on use of any terms such as <i>client</i> , <i>service user</i> etc and ensuring no pejorative undertones. Links to other groups including Comms Action Group and with consideration of press and social media releases.		Reduced stigmatising language. Consistent use of language	M		31/03/2022		
	Develop a plan to secure a training and skills hub, which expands on Stay Safe and working with Only A Pavement Away. etc. Links with Community Support Action Group		A scheme that offers community, belonging, friendship and meaningful activity and occupation, skills training etc which builds confidence. This would be a location that gives individuals somewhere to go to access a wider sphere of support, skills training and self efficacy	M		31/03/2022		
2.5 Provide flexible approaches, according to need, ensuring that no-one is left behind or falls between provisions	Develop task and finish group focussing on solutions for more challenging complex needs, with cross-dept/agency scope and considering social care needs as well as homelessness solutions	Rough Sleeping Action Group	Scope to be determined, but will include a joint approach between housing, health and social care	S		31/10/2022		
	Provide a flexible toolkit of bespoke accommodation provision, support provision or both, and deliver a requisite range of solutions		Accommodation and support provided for people previously excluded for cited reasons such as "lack of engagement", "choice" or "nothing suitable"	M		31/03/2022		
	New multi-agency group to be finalised and established to review cases regularly and set actions		Accountable actions to ensure appropriate follow up to agreed way forward	M		31/03/2022		
	Ensure that the views and insight of those with lived experience contribute to this work on an ongoing basis. Strong links and synergy with Lived Experience Action Group		Ensure that the voice, insight and input of those requiring assistance are included and considered in finding solutions	L		31/03/2025		
	Review the rough sleeper verification process being linked to SSTS provision, to prevent cases of a first night out rough sleeping		Less cases of rough sleeping, including a first night out. Fewer challenges to verification process	M		31/03/2022		

2.6 Where rough sleeping is linked with anti-social behaviour, the approach will be support-led with proportionate enforcement	Review of and continued implementation of Operation Luscombe, with it's focus on support	Rough Sleeping Action Group	Support being utilised and taken up, minimal to no cases of enforcement and/or related measures such as fines.	S		31/10/2021		
	Regular communication meetings between CSAS (Community Safety Accreditation Scheme), Community Enforcement, the BCP Street Outreach Service and Business Improvement District teams to monitor this area and any need for escalation or renewed focus on specific localities.		Early intervention if cases start to increase in particular areas, greater confidence from businesses, and increased awareness of work being done	L		31/03/2025		
	Pilot, followed by rollout of contactless giving scheme to disincentive begging and better inform the general public. Working closely with Comms Action Group who are leading on this		Reduced instances and impact of begging. Increase of funds raised via contactless giving and related direct redistribution to those in need. Public better aware of how to help financially to best effect.	S		31/10/2021		
	Implement lockers pilot project for people who are currently rough sleeping to enable them to store their belongings when attending interviews, appointments, viewing a property, seeing their housing officer etc, and consider expansion across the rest of the BCP region. This will also contribute to reducing the visual signs of rough sleeping from the streets of Bournemouth, Christchurch and Poole		Increased levels of dignity. Gateway to accessing and taking up support. Less instances of belongings being left on streets improving visual look of communities. Improved ability to attend appointments including interviews, accommodation appointments and those related health and housing etc.	S		31/10/2021		
	Enhance the health led approach to homeless assessment and support through an MDT approach		Increased access, and take up of health interventions. Main purpose is improved health, but positive side effects will include factors such as less begging due to substance dependency	M		31/03/2022		
2.7 Maximise the range of affordable and sustainable accommodation available for all households affected by homelessness	Work in partnership with the PRS regarding the wider provision of sustainable and affordable housing provision	TA move on/Accommodation Action Group	More PRS accommodation available, long term solutions for households	L		31/03/2025		
	Work in partnership with local registered providers regarding the wider provision of sustainable and affordable housing provision		More registered provider accommodation available, long term solutions for households	L		31/03/2025		
2.8 Provide an accommodation & support offer to any local resident who may otherwise sleep rough, adoption of a No First Night Out approach	Promote importance of early warning/referral, inclusive of Duty To Refer, if someone is being made homeless, and all prevention attempts have been unsuccessful	Rough Sleeping Action Group	Increase in number and proportion of cases identified via DTR. Reduction in last minute cases requiring emergency resolution. Reduction in those rough sleeping for the first time	S		31/10/2022		
	Revisit and implement the establishment of a Somewhere Safe to Stay service, initially via Rough Sleeper Initiative funding		Provision which provides prompt and interim accommodation for people who are at risk of sleeping rough as a stepping stone to temporary and longer term accommodation.	S		31/10/2022		
2.9 Seek long lasting, housing led solutions for everyone, including a focus on rapid re-housing pathways	Review the nominations arrangements into social housing with Registered Providers	TA move on/Accommodation Action Group	Nomination arrangements up to date and fit for purpose to meet needs	M		31/03/2022		
	Maximise local supporting housing pathways for people who require additional or alternative support		Sufficient access for those who need it leading to fewer repeat cases of homelessness including rough sleeping	M		31/03/2022		
	Ensure local lettings plans provide long term settled housing for people who find themselves homeless		Increase in long term settled housing available for this purpose	L		31/03/2025		
	Increase the provision of Housing First on an ongoing basis		Better ability to match housing provision to need. Improved outcomes with longer term cases who require higher levels of support. Low evictions, higher sustainability of accommodation, lower community impact.	L		31/03/2025		
	Review approach to ensure room for considering individual preference and input for each individual and family and minimising perceived box ticking approaches, including training on strength based approaches		Improved, more person-centred experiences for people, better feedback re service provision and processes	M		31/03/2022		
2.10 Ensure any victim of domestic abuse has somewhere safe to stay and receive support	With ref Domestic Abuse Bill (April 2021) - Annual Housing Needs Assessment commissioned through Community Safety Partnership to determine the support and accommodation needs for people experiencing domestic abuse in the BCP area.	TA move on/Accommodation Action Group	Updated as needed to ensure relevance and covering required elements	M		31/03/2022		
	Develop a CSP (Community Safety Partnership) and Housing commissioning plan to meet the identified gaps in provision of the annual needs assessment		Identified gaps or required improvement/enhancements demonstrably addressed	M		31/03/2022		
	Continued promotion across the Homelessness Partnership of domestic abuse/MARAC (Multi Agency Risk Assessment Conference) and perpetrator training		Increased awareness of support available, better reporting, upskilled staff, increased prevention	L		31/03/2025		
	Commitment for continued support of MARAC		MARAC well attended by key partners, suitable ownership of actions maximising impact	L		31/03/2025		
	Support launch of the new Drive Programme		Drive programme rollout successful and impactful	S		31/10/2021		
2.11 Provide specialist and targeted programmes of meaningful occupation, volunteering and employment for people who have experienced barriers	Ensure that anyone experiencing homelessness has access to a programme suitable for their needs, and that spectrum of voluntary/charity sector support is widely known and utilised	Community Support Action Group	Increase in network of trusted support, longer term support that is less formal, professionals more aware of range of such supported link in with and refer to	M		31/03/2022		
	Ensure housing resettlement provides access to suitable programmes		Ensure links with accommodation and ongoing community support or similar and whilst respecting choice/if wanted	M		31/03/2022		
	Deliver an Individual Placement Support Programme		Increase of suitable and tailored placements into ETE (Education, Training, Employment)	M		31/03/2022		
	Consider specific solutions for the particular needs of young people, many of whom will have had their education and employment prospects impacted by the pandemic and related impacts such as isolation		Young people getting into ETE for the first time and maintaining these opportunities	M		31/03/2022		
2.12 Provide a range of support for people with current or past substance dependency challenges to aid them find and maintain a home	Review the support provided for people moving on from emergency accommodation	Health Action Group	Increase in maintaining accommodation, increase in maintaining abstinence or reduction in use, fewer lapses back to substance dependency	S		31/10/2021		
	Ensure specialist information provided to people when moving into independent accommodation		Quick self-self referral for help if needed	M		31/03/2022		
2.13 Ensure that there are no systemic barriers to health provision, including access to GPs and dental care	All people experiencing homelessness to have access to a GP practice in their area, leading to higher uptake	Health Action Group	No-one refused access, minimal people not registered with a practice	S		21/10/2021		
	Specifically all those who at rough sleeping or in emergency accommodation to have access to a GP practice, leading to higher uptake		No-one refused access, minimal people not registered with a practice	S		21/10/2021		
	Maximise and increase access to dental care, leading to higher uptake		Increased number and proportion of people experiencing homelessness have access to dental care	S		21/10/2021		
	Address any resistance from practices, with sharing of best practice from those who successfully do this well currently, including myth busting and other educating, leading to reduction in resistance to such access		Less resistance, more open access, better treatment, less stigma	M		31/03/2022		
	Ensure appropriate links to Healthwatch to maximise shared communication and better engagement. healthwatchdorset.co.uk		Assistance with engagement, better access and advocacy	L		31/03/2025		

CORE AIM 3		ONGOING IMPROVEMENT, DEVELOPMENT AND SUSTAINABILITY						
Commitment	Action Point	Lead Associated Action Group Lead Action Groups will work with other Action Groups as required and may also have additional task and finish groups	Measures of success and impact	Short, mid or long term	RAG rating	Target completion date	Key actions taken	Key successes
3.1 Adopt and annual communications plan that promotes the activities of the strategy	Media (inc social media/digital) campaigns planned and synchronised across services and providers for maximum impact and consistency	Comms	Demonstrate collective impact, outcomes and common priorities	L		31/03/2025		
	Deliver an annual conference		Momentum maintained, profile of work raised locally and nationally , reflection on future challenges and success celebrated	M		31/03/2022		
	Ensure focus on addressing stigma regarding all aspects of homelessness, including myths, potential prejudice and terminology in all comms and press releases		Better understanding of causes and effects of homelessness, less prejudice and more positive use of language	M		31/03/2022		
	Deliver a specific Comms Action Plan inclusive of FAQs (Frequently Asked Questions)		Clear additional actions and priorities agreed in this area including campaigns	S		31/10/2021		
3.2 Review and develop a commissioning strategy for Housing Related Support services	Consider other relevant strategies such as Childrens & Young People, Domestic Abuse, and Mental Health Review in producing future commissioning strategy	Housing, Childrens and Adults Commissioning - BCP Council	Coherent and joined up commissioning aims identified, ensuring no gaps and considering overlaps	M		31/03/2022		
	Take into account wider commissioning models of homelessness services and opportunities for a joint approach		Less siloed working in terms of thinking and funding, more scale and resource, better value for money	L		31/03/2023		
	Consider need for range of services in terms of duration, with potential need for longer term services for some		Balance between empowerment and moving on when ready, and potential of setting up to continued struggle due to ongoing or longer term support required.	M		31/03/2022		
3.3 Use data and evidence to understand ways to work smarter to manage demand and to inform how we improve prevention and intervention services	Engage in the What Works Community Programme in partnership with the Centre for Homelessness Impact	Data & Insight Action Group	Enhanced practice, closer links with other members of the community, increased profile	M		31/03/2022		
	Develop a bespoke resource to focus on reviewing homelessness project outcomes and local partnership outputs		Clear understanding of effective outcomes and how to build on these further	M		31/03/2022		
	Test and pilot projects which contribute to our strategic aims		Ability to assess potential benefits, or unforeseen pitfalls, without overcommitting	M		31/03/2022		
	Produce & Publish a regular partnership overview of local data trends and project outcomes		Homelessness Partnership well informed in this area aiding ongoing navigation of next steps and priorities	L		31/03/2025		
3.4 Regularly seek insight from people with lived experience of homelessness	Ensure that no significant changes or initiatives proceed without pertinent input from those with lived experience, linking in with the other Action Groups re any proposals	Lived Experience	Increased ownership, more effective services and outcomes	L		31/03/2025		
	Ensure diverse views and needs are considered including those from minority and disproportionately affected groups who may have different needs, perspectives and preferences.		Diverse voices heard and wider ownership in the community. Better confidence in diverse groups accessing support and services when needed	L		31/03/2025		
	Ensure young people are included in this work, reflecting particular challenges and perspectives		Better shaped provisions, improved prevention leading to less initial cases of homelessness, fewer repeat cases, fewer safeguarding issues	L		31/03/2025		
3.5 Improve our understanding of and service offer to ethnic minorities, the LGBT+ community and other minority groups	Establish a sub-group focussing on minority and disproportionately affected groups	Focussed Upstream Prevention	Better focus on reaching minority groups, earlier engagement, reduction in related homelessness cases, better advocacy	S		31/10/2021		
	Source and rollout initial training for staff and volunteers on areas such as diversity and unconscious bias		Improved understanding (including of the critical difference between equality and equity), prejudice addressed	M		31/03/2022		
	Report on accommodation options for any groups at higher risk (e.g. people who have transitioned/are in the process of), particularly in relation to supported housing and refugees, identifying gaps or required improvements		Provision of safer, more positive and more secure experience with less incidents of abuse, violence, threat or other hate crime	M		31/03/2022		
3.6 Provide environments that communicate personal worth and value to occupants, including physical spaces and the manner of support and interventions being provided	Commit to ensuring that new properties are at highest possible standard	TA move on/Accommodation Action Group	Positive feedback from tenants	L		31/03/2025		
	Work with partners to ensure that at least basic furnishings are provided		New tenants have a minimum of basic furnishings upon moving into a new property	M		31/03/2022		
3.7 Share training and learning experiences across the Homelessness Partnership, building out collective capacity and expertise	Provide an online resource for the partnership to access online		Easy and accessible access to best practise information and training opportunities	M		31/03/2022		
	Review and identify any gaps in knowledge, experience and skills and develop and share new learning via the Partnership		Increase in collective knowledge, experience and skills, more consistent approaches	M		31/03/2022		
	Collectively develop or access and deliver training on specialist areas such as people with no recourse to public funds, trauma informed approaches and minimising evictions		Raise collective levels of knowledge and practise. Ensure minimal errors or misinterpretation of legislation, protocols etc as well as consideration of and adherence to established best practise	M		31/03/2022		
3.8 Deliver a community hub where services for people who are rough sleeping and those is temporary accomodation can improve health, wellbeing and housing outcomes by ensuring a holistic and proactive package of tailored support	Further development of the OOHc (Out Of Hospital Care) model and funding	Health	Better long term health outcomes for people leaving hospital, fewer leaving to no suitable accommodation, fewer repeat cases, better engagement with long term health interventions and other support	S		31/10/2021		
	Development of the multi-disciplinary toolkit for working with single homeless		Clear tools and guidelines available, consistency of approach	M		31/03/2022		
	Consider the development of an accessible and welcoming Health & Housing front door hub which allows for seamless multi-disciplinary working, including a focus on health and wellbeing		Increase and improved multi-disciplinary working, increased accessibility to and use of health and wellbeing interventions	M		31/03/2022		
	Consider the development of an out-reach health offer from this hub to potentially provide services in other hubs including Routes to Roots in Poole and suitable locations within supported housing and temporary accommodation provision.		Increase and improved multi-disciplinary working, increased accessibility to and use of health and wellbeing interventions, better engagement with those reluctant to access a hub or GP Practise. Equity of provision across BCP	M		31/03/2022		
3.9 Commit to delivering a common info sharing platform, assessment and risk tool	Provide & procure an online client data system to improve information sharing and reporting client journeys and pathways	Data & Insight Action Group	Better and more accurate data, consistency of information, less requirements for multiple assessments and potential resulting re-traumatising	M		31/03/2022		

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:	Homelessness & Rough Sleeping Strategy
What changes are being made to the policy/service?	<p>Under the Homelessness Act 2002, all housing authorities must have in place a Homelessness Strategy based on a review of all forms of homelessness in their district and demonstrating how homelessness will be prevented and resolved. The Strategy must be renewed at least every 5 years.</p> <p>The Bournemouth, Christchurch and Poole (BCP) Homelessness Partnership have worked together to develop a draft Homelessness & Rough Sleeping Strategy which seeks to make homelessness everyone's business. This work aims to build on the priorities of the preceding legacy councils and create one single strategy. Currently there is a single BCP Council action plan which aligns the action plans of the preceding legacy councils.</p>
Service Unit:	Housing
Persons present in the conversation and their role/experience in the service:	<ul style="list-style-type: none"> • Fraser Nicholson – Homelessness Strategy Manager • Sophie Bradfield - Policy & Performance Officer • Graeme Smith - Policy & Performance Officer
Conversation dates:	23 rd February 2021
Do you know your current or potential client base? Who are the key stakeholders?	<ul style="list-style-type: none"> • YMCA, St Mungo's, BCHA, Pivotal • Housing providers / Landlords • Homelessness Reduction Board (Faithworks, Shelter, CCG, Probation, Public Health) • Support services- health, substance abuse and dependency, mental health • Partnership services involved in the Homelessness Partnership and related Forum • People who are homeless/ rough sleeping or at risk • General public • Community safety teams
Do different groups have different needs or experiences in relation to the policy/service?	<p>As part of formulation and background research it is known that some groups are at particular risk of homelessness, including but not limited to the LGBT+ community and the ethnic minority community. There have been early scoping meetings with groups such as Dorset Race Equality Council, Community Action Network and the LGB&T Dorset Equality Network regarding this area and ensuring minorities groups are given focus. This work will be developed through the strategy action plan, probably via a sub-group.</p>

	<p>Young people are particularly vulnerable, especially when they belong to the ethnic minority/LGBT+ community. This is being looked at with Children's services.</p> <p>Armed Forces- there can sometimes be a misperception around the numbers and proportion of people from the armed forces being more likely to become homeless, and rough sleeping, although it is certainly an issue for some. There are different options available for homeless veterans through the Armed Forces Covenant and associated services such as SAFFA. Generally, veterans will only open up and talk to people with similar experiences and the outreach service has links to the relevant support services to maximise enablement of this. There is a commitment in the strategy, and on the action plan re focus on veterans</p>
Will the policy or service change affect any of these service users?	Yes, further detail is included by protected characteristics below. This strategy will bring about beneficial outcomes with aims to prevent, reduce and stop homelessness and rough sleeping.
[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?	<p>Age</p> <ul style="list-style-type: none"> • Fewer care leavers and other young people becoming homeless • Improved advocacy • Fewer care leavers and other young people in B&B/Temp accommodation and adult homeless services • Address rise in older people becoming homeless <p>Disability</p> <ul style="list-style-type: none"> • Better and quicker options for people with mobility challenges • Trauma training and similar will improve support staff's understanding of aspects such as Post Traumatic Stress and acquired brain injury <p>Sex</p> <ul style="list-style-type: none"> • Better accommodation and support for women leaving prison • Enhanced support for people who sex-work • Consider supported housing provision and need for female-only provision • Consider need for male provision for refuge from domestic abuse <p>Gender Reassignment</p> <ul style="list-style-type: none"> • Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs. • Focused work as part of sub-group of Partnership Action Group <p>Marriage and Civil Partnership</p> <ul style="list-style-type: none"> • Better options for all couples, including in supported housing

	<p>Race</p> <ul style="list-style-type: none"> • Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs. • Focused work as part of sub-group of Partnership Action Group <p>Religion or Belief</p> <ul style="list-style-type: none"> • Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs. • Focused work as part of sub-group of Partnership Action Group <p>Sexual Orientation</p> <ul style="list-style-type: none"> • Closer working with specialist organisations to preclude/minimise direct and indirect discrimination and unconscious bias as well as better understanding of specific needs. • Focused work as part of sub-group of Partnership Action Group <p>Armed Forces</p> <ul style="list-style-type: none"> • Early advice and housing options for veterans- prevention <p>Carers</p> <ul style="list-style-type: none"> • Improved advocacy and support for carers • Prevention work will reduce distress for carers of individuals at risk of homelessness/rough sleeping <p>Human Rights</p> <ul style="list-style-type: none"> • Consideration of how to better help people with no recourse to public funds via a specific task and finish group involving community stakeholders
What are the negative impacts of the policy/service change on current or potential service users?	<p>Age</p> <ul style="list-style-type: none"> • Increase in online assistance may be disproportionately challenging to some older people who are not online or IT proficient, especially if at risk of homelessness for the first time.
Will the policy or service change affect employees?	Yes, this strategy will improve links with other services and the knowledge and experience of working with other services. This will be a central BCP strategy and new action plan bringing together the work of the legacy councils.
Will the policy or service change affect the wider community?	Yes, by preventing homelessness and ending repeat cases of homelessness. There will be benefits to people, services and less community issues. It should be very beneficial to the wider community as well as bringing value for money from the reduction of homelessness cycles and a better experience for everyone involved as it frees capacity to help more people.

<p>What mitigating actions are planned or already in place for those negatively affected by the policy/service change?</p>	<p>Where accessibility to online options was raised as an issue it's important to note there are other options available such as 1-2-1's and face-to-face support. Online options free up these services for those that might not have access or might need 1-2-1 support.</p>
<p>Summary of Equality Implications:</p>	<p>This strategy will improve links between services, increasing knowledge and experience of working with other services and aim to prevent homelessness and end repeat cases of homelessness and rough sleeping.</p> <p>Throughout the development of this strategy, the needs of service users and potential service users has been considered, reflecting on the protected characteristics and other vulnerabilities seeking to achieve positive outcomes for all.</p> <p>This strategy has been shaped with feedback from a range of voices. A 12-week consultation process engaged stakeholders and the general public. This included stakeholder presentations to a wider range of services and partners as well as ensuring input was sought and included from those with lived experience of homelessness and rough sleeping.</p> <p>As part of the formulation and background research it is known that some groups are at particular risk of homelessness, including but not limited to the LGBT+ community and the ethnic minority community. There have been early scoping meetings with groups such as Dorset Race Equality Council, Community Action Network and the LGB&T Dorset Equality Network regarding this area and ensuring minority groups are given focus. This work will be developed through the strategy action plan.</p> <p>Further to the finalisation of the strategy, stakeholder engagement will continue in the implementation and development of the associated action plan. Action groups will take ownership of actions from the action plan and break them down further. Stakeholders are committed to each action group which is helping to drive the work. At least one member of the homelessness reduction board will sit on each action group enabling the action groups to hold the strategy to account. Communication methods are being developed to create and engage with an action group for those with lived experience who can feed into the work of every group. These groups will ensure the needs of all are considered at every step of the implementation of this strategy.</p> <p>There will be benefits to people, staff, services and the wider community, bringing value for money from the reduction of homelessness cycles and a better experience for everyone involved, as more integrated and varied support services free-up capacity to help more people.</p>

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

CABINET



Report subject	Futures Fund Governance
Meeting date	14 April 2021
Status	Public
Executive summary	<p>The medium-term financial plan (MTFP) includes a £50 million futures fund to be illustratively drawn down in tranches of £10 million per annum over five years in support of key infrastructure developments.</p> <p>As the MTFP is an iterative process the intention would be to update the annual base budget to reflect the flexible nature of the fund if the spending profile adopts a different profile to that originally assumed.</p> <p>This report sets out the proposed governance arrangements for the fund.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>1) Approve the governance arrangements for the futures fund as set out in this report.</p>
Reason for recommendations	Governance arrangements are required to ensure decisions are made transparently and in accordance with the council's priorities.
Portfolio Holder(s):	Cllr Drew Mellor – Leader and Portfolio Holder for Finance and Transformation
Corporate Director	Graham Farrant – Chief Executive
Report Authors	<p>Adam Richens Chief Finance Officer and Director of Finance ☎ 01202 123027 ✉ adam.richens@bcpcouncil.gov.uk</p>
Wards	Council-wide
Classification	For Decision

Background

1. The 2021/22 budget and MTFP approved at Council in February 2021 included a £50 million futures fund to be drawn down in tranches of £10 million per annum over five years in support of investment in local infrastructure. As capital, this expenditure can be funded through borrowing with the principal and interest repayments reaching £1.4 million per annum by year five.
2. The approach accords with the vision and narrative the Council Leader and Cabinet have set for the place of Bournemouth, Christchurch and Poole as the UK's newest coastal city region picking up many of the aspirational themes for the place from the original Local Government Reorganisation planning papers.
3. Therefore, the fund links to the Big Plan vision and strategic narrative that includes the programme of five major projects developed to deliver big changes across our whole area over the next five to ten years. It is expected that these will support the creation of 13,000 jobs across all sectors of our economy, creating wealth for our businesses and incomes for our families. These five projects make up the 'Big Plan' that reflects the scale of the council's ambition for the area and will enable the articulation of that vision with key regional and sub-regional partners and with government.
4. In addition, it is an ambition of the fund that it helps our communities respond to the economic imperative to recover positively from Covid-19.
5. The governance proposals in this report are concerned with the operational matters concerning the fund.

Council Financial Regulations

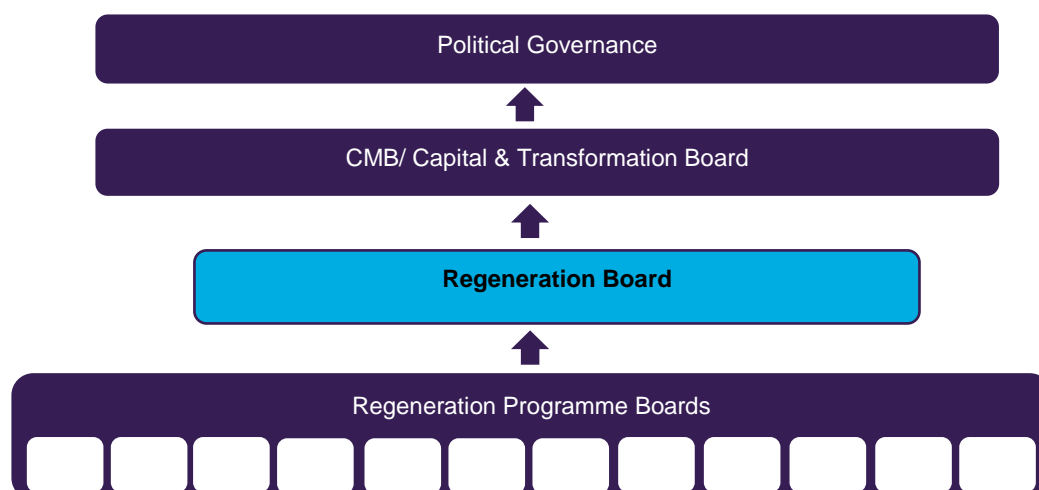
6. The council's financial regulations will apply as normal in terms of approval thresholds for expenditure and how goods and services are procured. In 2021/22 these regulations include that:
 - a) Officers can agree individual projects up to the value of £500k.
 - b) Cabinet can agree individual projects between the values of £500k and £1 million.
 - c) Council approval is required for individual projects over £1 million in value.
7. All such decisions should be supported by a business case setting out the details of the scheme, the cost estimates for the project including appropriate contingency levels, details of the project timeline including procurement, the risks of the project, and details of any associated future operational costs. Such a business case should outline the commitment and contribution required from the resources set aside as part of the Futures Fund.

Futures Fund Programme Board

8. It is recommended that a Futures Fund Regeneration Programme Board is set up comprising Councillors and officers:
 - a. Leader of the Council
 - b. Regeneration Portfolio Holder
 - c. Chief Executive
 - d. Head of Law and Governance (Monitoring Officer)
 - e. Finance Director (S. 151)

9. The Board will be supported by project managers and other officers as required and will meet as and when required in response to a request from officers to consider a proposal.
10. The purpose of the Futures Fund Regeneration Programme Board will be to act as an initial gateway for the project and to sanction the development of any relevant business cases. This programme board will report to the Regeneration Board with any business case formally recommended for Cabinet or Council approval by either the Corporate Management Board or the Capital and Transformation Board.

Figure 1: Governance Framework



Definition of Capital Expenditure

11. Councils can only borrow to fund capital expenditure. Councils cannot borrow to fund revenue expenditure.
12. Local authority capital expenditure is the money spent on providing or improving non-current assets, which include land, buildings, and equipment, which will be of use or benefit in providing services for more than one financial year.

Definition of Infrastructure

13. Infrastructure is a general term for the basic physical systems required by our local communities. The Local Government Accounting Code of Practice would describe infrastructure assets as inalienable assets, expenditure on which is only recoverable by continued use of the asset created, i.e. there is no prospect of sale or alternative use. This description covers assets that by their nature have no practical prospect of being decommissioned and sold or applied to alternative uses. For instance, once a footpath has been laid, it is unlikely that it would be dug up and relocated and it will serve its whole useful life as a footpath in the location it was originally laid. Examples would therefore be those investment related to;
 - a. roads, roundabouts, reservations, earthworks and traffic calming measures
 - b. footways, footpaths and cycle tracks
 - c. bridges, culverts, masts and gantries
 - d. tunnels and underpasses
 - e. street furniture and traffic management systems

- f. water supply and drainage systems
- g. coastal defences
- h. provision of communication networks
- i. provision of electricity supplies
- j. parks and land for community facilities
- k. schools

The Council will be guided by this definition however for the purposes of the Futures Fund it will be treated as for illustrative purposes only. The Future Fund will be more flexible and will not preclude its use on public realm, youth centres and community buildings.

Futures Fund financial implications

14. The Futures Fund will be fully financed from prudential borrowing from the Public Works Loan Board (pwlb)
15. For the purposes of preparing the 2021/22 Budget and MTFP the following basic assumptions have been made.
 - a. Expenditure can only be of a nature that accords with the definition of capital.
 - b. Illustratively drawn down in tranches of £10 million per annum over five years commencing in 2021/22.
 - c. 1 October 2021 assumed start date for first £10m investment.
 - d. As at 10 February 2021 the fund has not been committed to any specific projects.
 - e. For modelling and budgeting purposes a 50-year asset life has been assumed. The actual assets live of infrastructure will range from 20 years for highways infrastructure, to 25 years for coastal protection works and 50 years for buildings. Some of the items listed in 11 (a) to ((k) will have asset lives lower than the 50 years assumed.
 - f. For modelling and budgeting purposes an interest rate of 1.52% has been applied. The interest rate to be applied to any specific scheme will depend on the prevailing rate at the time any business case is agreed.
 - g. Capital (principal) repayments of the sum borrowed will commence in the financial year following that in which the expenditure was incurred.
 - h. Capital (principal) and interest repayments will reach £1.435 million per annum by year five
16. In summary the financial implications are set out as follows.

	loan £000		2021/22 £000	2022/23 £000	2023/24 £000	MTFP £000	2024/25 £000	2025/26 £000	2026/27 £000	remaining £000	Total £000
21/22 loan	10,000	interest @ 1.52% amortised over loan	43	87	87	217	87	87	87	3,871	4,349
		Principal	0	200	200	400	200	200	200	9,000	10,000
22/23 loan	10,000	interest @ 1.52% amortised over loan	0	43	87	130	87	87	87	3,958	4,349
		Principal	0	0	200	200	200	200	200	9,200	10,000
23/24 loan	10,000	interest @ 1.52% amortised over loan	0	0	43	43	87	87	87	4,045	4,349
		Principal	0	0	0	0	200	200	200	9,400	10,000
24/25 loan	10,000	interest @ 1.52% amortised over loan	0	0	0	0	43	87	87	4,132	4,349
		Principal	0	0	0	0	0	200	200	9,600	10,000
25/26 loan	10,000	interest @ 1.52% amortised over loan	0	0	0	0	0	43	87	4,219	4,349
		Principal	0	0	0	0	0	0	200	9,800	10,000
	50,000	total interest	43	130	217	391	304	391	435	20,223	21,745
		total principal	0	200	400	600	600	800	1000	47,000	50,000

total MTFP	43	330	617	991
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incremental pressure	43	287	287
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17. The structure of the fund does not prohibit the use on projects with an asset life of less than 50 years. However, because proportionally the value of the capital (principal) repayments will be larger under any such proposals, consideration will need to be given to the financial implications.
18. As the MTFP is an iterative process the intention would be to update the annual base budget to reflect the flexible nature of the fund if the spending profile adopts a different profile to that originally assumed.
19. Business cases brought forward for consideration need to reflect on the extent to which the proposal can attract external grant funding / inward investment and or the extent to which the proposal can generate income. Consideration will also need to be given to the operational running and maintenance costs of any such proposals.

Summary of legal implications

20. Legal implications of each individual project will be considered as part of the business case for each individual project.

Summary of human resources implications

21. There are no direct human resource implications from this report.

Summary of sustainability impact

22. The governance arrangements do not impact on sustainability. The specific projects for funding will be assessed as they are brought forward.

Summary of public health implications

23. There are no public health implications from this report

Summary of equality implications

24. . Any equality implications will be considered in respect of each proposed project for investment as they are brought forward.

Summary of risk assessment

25. The governance arrangements are designed to mitigate risks. The £50 million fund will be significant over the next five years, with the risks of each project being assessed as they are brought forward.

Background papers

1. Cabinet 10 February 2021: 2021/22 Budget and Medium-Term Financial Plan (MTFP)

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