Notice of Cabinet

Date: Wednesday, 23 June 2021 at 10.00 am

Venue: Committee Suite, Civic Centre, Poole BH15 2RU*

***Please note the venue of the meeting may be subject to change pending announcements from government in respect of the relaxation of restrictions relating to Covid**

Membership:

Chairman:
Cllr D Mellor

Vice Chairman:
Cllr P Broadhead

Cllr M Anderson	Cllr M Iyengar	Lead Members	
Cllr M Greene	Cllr R Lawton	Cllr H Allen	Cllr B Dove
Cllr N Greene	Cllr K Rampton	Cllr S Baron	Cllr B Dunlop
Cllr M Haines	Cllr M White	Cllr N Brooks	Cllr J Kelly

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

The press and public are welcome to view the live stream of this meeting at the following link:

https://democracy.bcpcouncil.gov.uk/ieListDocuments.aspx?MId=4684

If you would like any further information on the items to be considered at the meeting please contact: Sarah Culwick (01202 817615) or email democratic.services@bcpcouncil.gov.uk

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

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

Available online and on the Mod.gov app

GRAHAM FARRANT
CHIEF EXECUTIVE

4 June 2021

Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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

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

Disclosable Pecuniary Interest

Yes

Declare the nature of the interest

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

You are advised to leave the room during the debate

Local Interest

Yes

Declare the nature of the interest

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

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

No

Do you have a personal interest in the matter?

Yes

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 Councillors.

2. Declarations of Interests

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

Declarations received will be reported at the meeting.

3. Confirmation of Minutes 7 - 14

To confirm and sign as a correct record the minutes of the Meeting held on 26 May 2021.

4. Public Issues

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

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

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

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

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

5. Recommendations from the Overview and Scrutiny Board

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

6. Financial Outturn Report 2020/21 15 - 80

This report provides details of the final financial outturn for the revenue account, capital programme, reserves, and the housing revenue account (HRA) for the financial year 2020/21. It also includes a small number of proposed virements to the budget for 2021/22 for new grants awarded since the budget was set in February.

The general fund revenue outturn is a surplus of £5.1 million for the year which it is proposed be added to the earmarked medium term financial plan (MTFP) mitigation reserve to manage financial risks over this timeframe. This period includes major projects to transform how the council operates and to regenerate the area. This is an improved position compared with quarter three from work concluded in the final quarter to make the best use of all available grants to support unbudgeted Covid expenditure within services, reductions in cost pressures, most notably within adult social care, and significant income streams performing better than expected.

7. Medium Term Financial Plan (MTFP) Update 81 - 128

This report:

- Presents the latest medium-term financial plan (MTFP) of the council to reflect government announcements since the February 2021 budget report and updated assumptions.
- Proposes a financial strategy to support the delivery of a balanced budget for 2022/23.

Proposes a budget planning process and timeline for key financial reports.

8. Corporate Flag Flying Policy 129 - 144

The report seeks approval of a Corporate Flag Flying Policy, attached at Appendix 1, which consolidates the three policies from the legacy Councils and takes account of current national guidance.

9. High Streets Strategy (Update) 145 - 316

The High Streets Strategy report presented at February Cabinet approved the development of a strategy and action plan with partners that enables the delivery interventions to support our high streets and district centres. This is progressing well.

During the development of this work, it has become clear that there is significant work underway which deserved to be highlighted. This report highlights examples of and provides updates on some of the exciting and positive interventions, as part of our strategy work, that are making our high streets and district centres places that people will want to visit and spend time in once again.

10. Bournemouth Development Company LLP Business Plan 317 - 378

1. Bournemouth Development Company llp ("BDC") is a joint venture between the Council and now a wholly owned subsidiary of Muse, a Morgan Sindall company.
2. This report summarises the BDC 5 year rolling business plan, with a particular emphasis on the programme of activity for 2021/22. This is the ninth update of the plan since BDC was formed in February 2011 and has been updated to reflect the recently approved BCP Corporate Strategy.

11. Youth Justice Service Youth Justice Plan for 2021/22 379 - 416

To present the Youth Justice Plan for 2021/22. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2021/22, with a copy of the Plan appended. The Youth Justice Plan needs to be approved by the full Council.

12. Annual review of housing wholly owned companies 417 - 424

This report provides a review of the following 4 companies - Seascape Group Limited, Seascape South Limited (SSL), Seascape Homes and Property Limited (SHP) and Bournemouth Building Maintenance Limited (BBML).

The report sets out the growth plans for each company, an operational update from the last year and the 2021/22 annual plan for each.

The Seascape Group, including its two subsidiaries SSL and SHP, has much scope for growth in activity and sizeable income generation opportunities as a

result.

SSL has been impacted by Covid during the last year but plans are in place for recruiting additional senior commercial expertise and capacity and to bring this forward as soon as possible in line with the Council's Smarter Structures programme. This additional capacity will develop opportunities, drive marketing and promotion, manage contract growth and drive forwards operational efficiencies.

Staffing resources are already being scaled up to ensure the capacity to deliver the ambition for SHP. SHP will increase its property portfolio within management as a result of a scaled up property acquisition programme by the Council over the next few years as part of the emerging Council New Build and Acquisition Strategy (CNHAS). SHP will also provide a delivery vehicle for building out the pipeline of Council owned sites for private rent or private sale homes.

A review of BBML operations in the context of BCP Council recommends that it is now timely for the BBML operation to be integrated within the Council's wider staff operations. The current mixed model of employment and delivery across the Property Maintenance teams makes it difficult to gain reliable strategic and financial oversight. One consolidated employment and operating model will ensure an effective and streamlined base position on which to build further improvements, efficiencies and transformation.

This report recommends that Hixsons Limited is appointed for a further year in order to audit the 2020/21 company accounts. It is a requirement of the Shareholders Agreement for both BBML and SGL that authority is sought from the council as sole shareholder for the appointment the external auditor.

13. Public Spaces Protection Order 425 - 444

This report outlines a proposal to make a new Public Spaces Protection Order (PSPO) to tackle alcohol related anti-social behaviour in public spaces across much of the Bournemouth, Christchurch and Poole area.

In the previous Cabinet reports in March and September 2020, it was agreed to adopt a harmonised approach to tackling street based anti-social behaviour and to consult on new a Public Spaces Protection Order to fit with this approach.

Public Spaces Protection Orders can only be implemented to tackle behaviours that are persistent or of a continuing nature and have a detrimental effect on the quality of life. Tackling alcohol related anti-social behaviour has consistently been one of the main uses of PSPO's by local authorities.

There is evidence to confirm that much of the Bournemouth, Christchurch and Poole areas does suffer from persistent alcohol related anti-social behaviour. As such it is proposed to implement a PSPO, which gives designated Officers powers to confiscate alcohol from anyone behaving in an anti-social manner, across 29 of the 33 BCP Council wards.

A public consultation took place on this proposal, during March and April 2021. Of the 294 responses, 89% strongly agree or agree, only 8% disagree.

14. Council Sustainable Fleet Management Strategy and Fleet Replacement Programme 445 - 488

The report seeks endorsement of Bournemouth Christchurch & Poole Council's first Sustainable Fleet Management Strategy that will raise awareness of these

high profile and high value corporate assets, communicate governance arrangements to ensure the fulfilment of the councils legal obligations as a vehicle Operator Licence holder whilst detailing the roles and responsibilities of those who operate/maintain them. It will also provide clear decision making processes to deliver an integrated corporate fleet management service.

Underpinning this strategy is the requirement for a sustainable (legally, financially, and environmentally) Fleet Asset Replacement Programme. A financing programme required to fund the replacement of core vehicles, plant and equipment as they come to the end of their economic life.

If approved, this will form the basis of an ambitious council wide Fleet Management De-Carbonising Strategy and Replacement Programme for the next 3 years, 2021 – 2024, that proposes to balance investment in the necessary alternative fuel technology and infrastructure to support a significant increase of 104, from the current 13 Ultra Low Emissions Vehicles (ULEV) purchased and operated by the council, as well as a reduction in CO2 emissions of non ULEV's producing a combined CO2 saving of 3,062 tonnes. This is to support the council's 2030 carbon neutral declaration against as yet unknowns of the council's ongoing corporate transformation programme and asset and accommodation strategy.

15. Transforming Cities Fund (TCF) End of Year Report 489 - 614

To inform the Cabinet of progress to date regarding the Department for Transport (DfT) based Transforming Cities Fund (TCF) award

To inform Cabinet of the DfT Year End Report for 2020/21 submitted in April 2021.

[PLEASE NOTE: Should the Cabinet wish to discuss the detail of the appended End of Year Report the meeting will be required to move into Confidential (Exempt) Session].

16. Cabinet Forward Plan 615 - 636

To consider the latest version of the Cabinet Forward Plan for approval.

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

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 26 May 2021 at 10.00 am

Present:-

Cllr D Mellor – Chairman

Cllr P Broadhead – Vice-Chairman

Present:	Cllr M Anderson, Cllr M Greene, Cllr N Greene, Cllr M Haines, Cllr M Iyengar, Cllr R Lawton, Cllr K Rampton and Cllr M White (Cllr White attended virtually and was therefore unable to participate in the voting on the items listed below)
	Lead Members: Cllr H Allen, Cllr S Baron, Cllr N Brooks, Cllr B Dove, Cllr B Dunlop and Cllr J Kelly
Also in attendance:	Cllr S Bartlett (Chairman of the Overview and Scrutiny Committee)

335. Declarations of Interests

Councillor Nigel Brooks declared a non-pecuniary interest in Minute No. 340 (Potential Transfer of Play Sites and Highcliffe Recreation Ground) and remained present.

Councillor Hazel Allen declared a non-pecuniary interest in Minute No. 343 (Establishing a Multi Disciplinary Team and a Homeless Health Centre) and remained present.

336. Confirmation of Minutes

The Minutes of the Cabinet meeting held on 14 April 2021 were confirmed and signed as a correct record subject to the addition of Councillor Bartlett being marked as in attendance.

337. Public Issues

The Leader advised that there had been no questions, statements or petitions received from members of the public on this occasion.

338. Recommendations from the Overview and Scrutiny Board

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

339. Proposed Regeneration Vehicle Options Appraisal

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

Cabinet was informed that in order to achieve the Council's regeneration ambitions across the conurbation at pace the report recommended the creation of wholly owned Urban Regeneration Company (URC). In relation to this Cabinet was advised that the URC will bring together the resources, leadership and focus required to deliver the ambitions set out in the Big Plan which was considered by Cabinet and Council in February.

Further to this Cabinet was informed that the current internal capacity is not sufficient to deliver the scale of ambitions set out in the Big Plan and additional support and expertise is required, which after options appraisal, is considered to be best met by creating a URC.

The Chairman of the Overview and Scrutiny Board addressed the Cabinet and advised that the Board were overall supportive of the paper.

RESOLVED that: -

(a) Cabinet supports the establishment of an Urban Regeneration Company (URC) and delegates authority to the Chief Executive, in consultation with the Leader and Deputy Leader, to formally set up the URC subject to his approval of the further information set out in this report; and

(b) BCP Council enter into a Service Level Agreement with the new company for an initial period of three years which will provide for the opportunity for review after two years in order to afford the company the opportunity of a period of stability within which to holistically plan and put forward proposals for regeneration projects to the council with the precise wording of the agreement to be delegated to the Chief Executive in consultation with the Leader and Deputy Leader.

Voting: Unanimous

Portfolio Holder: Regeneration, Economy and Strategic Planning

340. Potential Transfer of Play sites and Highcliffe Recreation Ground

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

Cabinet was informed that Christchurch Borough Council (CBC) had proposed that the new town and parish councils assume responsibility for play facilities, subject to agreement and formal approval by BCP Council. In relation to this Cabinet was advised that Highcliffe & Walkford Parish Council (HWPC) wish to take on this responsibility for Bluebell Close, Mudeford Wood and Highcliffe Recreation Ground Play Areas as well as the remainder of Highcliffe Recreation Ground.

BCP Council formally advertised the proposed disposal of these open spaces and no objections were received.

Further to this Cabinet was informed that a request had been received from the Chairman of the Highcliffe & Walkford Parish Council that this item be deferred as there were still ongoing discussions with regards to the transfer. In relation to this the Portfolio Holder advised that the best way forward

would be to still consider the matter today but to amend recommendation (b) to allow for further discussion with delegation being given to officers and the Portfolio Holder to resolve outstanding matters.

In addition, the Leader stressed the importance of this matter in fulfilling an agreement made by the legacy Christchurch Borough Council, and Cabinet spoke in support of the proposal and in maintaining these community assets.

RESOLVED that: -

(a) After consideration of the representations and objections from Public Consultation, the results of the Disposal of Public Open Space Procedure are noted;

(b) The proposal to transfer the freehold ownership of assets to Highcliffe & Walkford Parish Council (HWPC) is agreed with delegation to the Corporate Property Officer, Interim Director of Environment and the Portfolio Holder for Environment, Cleansing and Waste to resolve outstanding terms, conditions and legal arrangements;

(c) The proposal to enter into a contract for Play and Grounds Maintenance for 5 years with HWPC and the legal and financial responsibilities resting with BCP Council for two years are agreed;

(d) Under the provisions of the Local Government Act 1972 general disposal consent (England) 2003, it is agreed to transfer these assets at below the 'market' value; and

(e) The transfer of the obligations arising from the Fields in Trust designation for Highcliffe Recreation Ground to Highcliffe and Walkford Parish Council is agreed.

Voting: Unanimous

Portfolio Holder: Environment, Cleansing and Waste

Councillor Nigel Brooks declared a non-pecuniary interest in this item and remained present.

341. Fly-tipping and Fly-posting Enforcement Pilot

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

Cabinet was informed that fly-tipping and fly-posting cause significant environmental issues and adversely impact the street scene in the BCP Council area. Both have increased in past years, replicating the national picture.

Further to this Cabinet was advised that investigations of incidents in legacy authorities were limited due to resource constraints, with penalties for offenders of fly-tipping and fly-posting few in number.

In addition Cabinet was informed that Regulatory Services are seeking to adopt a consistent and robust approach to tackling offenders, whilst minimising additional resource requirements, and that the Council has powers under the Environmental Protection Act 1990 to deal with incidents of fly-tipping and littering, householders also have a duty of care to ensure their waste is collected by a reputable company with the relevant waste transfer permissions, and businesses have a duty to ensure sufficient measures are in place to manage their commercial waste.

Cabinet was further informed that fly-posting, the displaying of promotional materials or adverts without permission on public furniture, is enforced through the Anti-Social Behaviour Act 2003.

The Portfolio Holder advised that a private company with 10 years of experience in the Environmental Crime Industry and working with numerous Local Authorities have outlined their ability to investigate and enforce the above on behalf of BCP Council.

The Chairman of the Overview and Scrutiny Board addressed the Cabinet advising that at their recent meeting the Board resolved to make the following recommendation to Cabinet in respect of this item.

The Overview and Scrutiny Board recommend that Cabinet reconsider this decision, and not proceed with the contract at this time in order to take time to look at what other options are available.

In relation to this the Portfolio Holder thanked the Overview and Scrutiny Board for their recommendation and in relation to this advised that there is an option to terminate the contract with 30 days' notice and stressed that this was a pilot which would be reviewed which therefore presented little risk to the Council.

RESOLVED that: -

(a) Cabinet approves the commencement of a 12-month pilot scheme to deploy a suitable qualified contractor to undertake investigations and prosecutions of fly-tipping and fly-posting incidents;

(b) Cabinet agrees to receive a further report following 6 months of this pilot, which will include recommendations for the future of this service; and

(c) Cabinet approves the levels of fines for relevant offences as per paragraph 10.

Voting: Unanimous

Portfolio Holder: Community Safety

342. Preventing Domestic Abuse Strategy and Delivery Plan 2020-2023

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

Cabinet was advised that the report outlines the Bournemouth, Christchurch and Poole Community Safety Partnership Preventing

Domestic Abuse Strategy and accompanying delivery plan, and that in relation to this, this is the first Preventing Domestic Abuse Strategy and Delivery Plan for BCP, which brings together the foundations of the work within legacy partnerships and identifies how partners will work together to meet the ambition that “no resident living within or visiting Bournemouth, Christchurch and Poole should live in fear of, or experience domestic abuse.”

In relation to this Cabinet was informed that the BCP Preventing Domestic Abuse Strategy as set out at Appendix 1 outlines a headline summary of the strategy and the commitments made by the BCP CSP of;

- Preventing violence and abuse through a commitment to working to develop a “whole family, whole picture” approach across all our services
- A commitment to commissioning improved services for victims, perpetrators and children impacted by domestic abuse to ensure we have services in place
- that are effective in assessing and responding to multiple needs
- A commitment to working collaboratively to reduce the harm caused by domestic abuse
- Responding to perpetrators by supporting criminal justice agencies in pursuing them through the criminal justice system and a commitment to challenging and changing the behaviour of perpetrators through the availability of domestic abuse perpetrator programmes

In addition Cabinet was advised that the Preventing Domestic Abuse Strategy Delivery Plan as set out in appendix 2 has been developed in consultation with a wide range of stakeholders and partners, including service users, and that this plan describes how partners will work together to deliver against the commitments and priorities of the Strategy.

Further to this Cabinet was informed that the Domestic Abuse Bill 2020 will be introducing a new statutory duty on tier one local authorities, ensuring that all victims, including children, have access to safety and support within safe accommodation when they need it, and that the Preventing Domestic Abuse Strategy and Delivery Plan addresses the requirements of the new duties as well as the local needs identified through the development of the strategy and plan.

In closing Cabinet were advised that the report outlines the proposed allocations for additional Government funding recently announced as part of the imminent implementation of the Domestic Abuse Bill and in support of the delivery plan.

The Chairman of the Overview and Scrutiny Board addressed the Cabinet advising that at their recent meeting the Board resolved to make the following recommendation to Cabinet in respect of this item.

The Overview and Scrutiny Board recommends that additions are made to the draft domestic abuse strategy and delivery plan to include detailed actions for improving the services ability to engage with residents who have

struggled to engage previously, including male victims of domestic abuse and those in same sex relationships, victims who are BAME and/or don't speak English as a first language and those who have multiple needs such as mental health and/or substance misuse.

The Portfolio Holder thanked the Overview and Scrutiny Board for their recommendation and advised that it would be passed onto the Community Safety Partnership for their consideration.

RESOLVED that: -

(a) Cabinet supports the BCP Community Safety Partnership Preventing Domestic Abuse Strategy and Delivery Plan; and

(b) Cabinet approves the allocation of MHCLG grant funding as set out in paragraph 32 of the report.

Voting: Unanimous

Portfolio Holder: Community Safety

343. Establishing a Multi Disciplinary Team and a Homeless Health Centre

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

Cabinet was reminded that the Council's new Homelessness and Rough Sleeping Strategy 2021-25 had been approved by Cabinet in April 2021, and that Health provision is a key element of the strategy, with some good practice already in place locally and a good base to build upon.

Cabinet was informed that the proposals set out in the report will help address inherent inequalities and ensure good access to services for those who are marginalised and hard to reach, and that further to this the paper outlines recommendations to continue the development of the shared care or multi-disciplinary approach in two ways and build on the great joint work already underway.

In relation to this Cabinet was advised that the Health Hub would provide one front door where homeless individuals can attend in order to access health and housing support and advice, and that the building would provide office and clinic space, showers, laundry facilities, access to computers and locker space so that people can attend and receive the support and/or treatment needed.

Further to this Cabinet was advised that the acquisition of the Health Hub will be guided by the valuation by the Council's Estates team and budget will be secured to purchase the property, refurbish the property and provide for ongoing maintenance and management.

The Chairman of the Overview and Scrutiny Board addressed the Cabinet advising that at their recent meeting whilst there was no formal recommendation the Board had been hugely supportive of the report.

The Portfolio Holder expressed thanks to Officers and Members and in particular to the Lead Member for Homelessness for all their hard work.

RESOLVED that Cabinet: -

(a) Approves the further development of a Multi-Disciplinary Team (MDT) to better address the health needs of individuals who are homeless;

(b) Approves the implementation of an ongoing 'Health Hub' provision at St Stephens Church Hall;

(c) Approves the acquisition of St Stephens Church Hall and delegates authority to the Corporate Property Officer in consultation with the Portfolio Holder, Section 151 Officer and the Monitoring Officer to agree the specific terms of the sale (see Confidential Appendices 1 and 2); and

(d) Approves the associated capital and revenue budget provision relating to the acquisition and management of St Stephens Church Hall (see Confidential Appendices 1 and 2).

Voting: Unanimous

Portfolio Holder: Homes

Councillor Hazel Allen declared a non-pecuniary interest in this item and remained present.

344. Special Educational Needs & Disabilities and Inclusion Strategy

The Portfolio Holder for Covid Resilience, Public Health and Education presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'F' to these Minutes in the Minute Book.

The Portfolio Holder informed Cabinet that Children and young people with special educational needs and disability (SEND) have high aspirations for their future, and that in Bournemouth, Christchurch and Poole we want to support all children and young people to enjoy their childhood and develop the skills, confidence and resilience to achieve their goal of a positive and successful adult life.

In relation to this Cabinet was advised that the Special Educational Needs & Disabilities (SEND) and Inclusion Strategy has been created in partnership with stakeholders, and that It set out the councils ambition for children and young people with SEND, supporting delivery of the council's Big Plan.

In addition, Cabinet was informed that the ambitions in the strategy will be realised through the delivery plan, overseen by the SEND Improvement Board.

The Portfolio Holder addressed Cabinet with regards to governance, advising that the body responsible for delivering this strategy was the Special Educational Needs and Disabilities Improvement Board, and that this board was chaired independently by a Local Government Association Improvement specialist who provides robust and impartial challenge. In addition, Cabinet was informed that the Board meets six weekly and assesses improvement against the five prioritise which are set out through

its own learning and improvement plan. Further to this Cabinet was advised that the Board comprises representatives from Parent Carers Together, The Dorset CCG, Headteachers, the voluntary and community sectors, health providers, officers of BCP as well as elected members, both Councillor Nicola Greene as Cabinet Member and Councillor Sandra Moore as a non-executive member reporting directly back to the Children's Services Overview and Scrutiny Committee. In relation to this Cabinet was informed that that The Children's Services Overview and Scrutiny Board takes a keen interest in this area of work and are taking a report to their next meeting looking at this strategy from which it is envisaged further scrutiny will follow. The Portfolio Further advised that at last Mondays Health and Adult Services Overview and Scrutiny Board Members attention had been drawn to the priority of preparation for adulthood which links directly to work under their remit, and that there is a further reporting line under the Health and Wellbeing Board, who's strategy focuses on improving incomes for children and young people, and young adults with special educational needs.

Cabinet spoke in support of the report praising the work or officers and members involved.

RESOLVED that Cabinet notes how the strategy was developed in partnership and agree the strategy.

Voting: Unanimous

Portfolio Holder: Covid Resilience, Public Health and Education

345. Cabinet Forward Plan

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

The meeting ended at 11.16 am

CHAIRMAN

CABINET

Report subject	**Financial Outturn Report 2020/21**
Meeting date	23 June 2021
Status	Public Report
Executive summary	This report provides details of the final financial outturn for the revenue account, capital programme, reserves, and the housing revenue account (HRA) for the financial year 2020/21. It also includes a small number of proposed virements to the budget for 2021/22 for new grants awarded since the budget was set in February. The general fund revenue outturn is a surplus of £5.1 million for the year which it is proposed be added to the earmarked medium term financial plan (MTFP) mitigation reserve to manage financial risks over this timeframe. This period includes major projects to transform how the council operates and to regenerate the area. This is an improved position compared with quarter three from work concluded in the final quarter to make the best use of all available grants to support unbudgeted Covid expenditure within services, reductions in cost pressures, most notably within adult social care, and significant income streams performing better than expected.
Recommendations	**It is RECOMMENDED that:** **Cabinet:** **a. Note the year-end financial outturn positions achieved including revenue, capital, reserves and for the HRA.** **b. Accepts the 2021/22 awards from Public Health England for the drug & alcohol homeless grant of £0.688 million and the criminal justice system grant of £0.414 million and delegates authority to the directors of adult social care and housing to implement the programmes of revenue expenditure as set out in paragraphs 92 to 101.** **c. Agree the capital virement in paragraph 153**

	Council: **a. Agree the transfer of the £5.1 million surplus for the year to the MTFP mitigation reserve.** **b. Agree that the contain outbreak management fund (COMF) allocation for 2021/22 of £2.533 million is retained in a contingency to manage any outbreaks that may occur later in the year, as recommended by the director of public health as set out in paragraph 83.** **c. Agree the capital virements in paragraph 154**
Reason for Recommendations	• To comply with accounting codes of practice and best practice which requires councils to report their end of year financial position compared with the budget of the authority. • To comply with the council's financial regulations regarding budget virements and the acceptance of new grants.
Portfolio Holder(s):	Councillor Drew Mellor, Leader and Portfolio Holder for Finance & Transformation
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Adam Richens: Chief Finance Officer and Director of Finance ☎01202 123027 adam.richens@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Decision

Background

1. In February 2020 Council agreed the annual general fund net revenue budget of £283 million, a capital programme of £106 million and the net use of reserves of only £0.5 million. Budgets were also agreed for the housing revenue account (HRA).
2. The revenue budget year end surplus projected at quarter three enabled £13.3 million to be set aside in the in transformation, Covid19 and MTFP mitigation earmarked reserves as part of the management of budget risks for next year.
3. Government financial support received during the year was substantial with four allocations from the emergency Covid-19 fund (renamed as the Covid pressures grant in 2021/22) totalling £29 million, an estimated £14 million grant to replace a proportion of lost sales, fees, and charges and £34 million of ring-fenced grants for specific services. Overall, this support was sufficient to fund the council's additional costs and lost income from the pandemic during 2020/21 with some grants able to be carried forward to manage the outbreak as lockdown measures are eased in the

new financial year. This demonstrates that the government honoured its commitment to provide the council with all the resources it needed to cope with the pandemic in 2020/21.

4. The government also provided funding for the council to run a range of national and local discretionary schemes to support businesses that were mandated to close or otherwise severely impacted by the pandemic.

Revenue budget monitoring 2020/21

5. The overall revenue budget outturn is a surplus of £5.1 million. It is proposed that this is transferred to the earmarked MTFP mitigation reserve to mitigate the growing risk profile in the medium term linked to the transformation programme and the council's ambitions for regeneration and recovery from the pandemic.

6. The £13.3 million added to the reserves in quarter three to support future costs of transformation was equivalent to the Covid-19 mitigation savings identified by services early in the pandemic and before the government had developed its full package of measures to support local government. At outturn this level of savings has been delivered and is included within the variance analysis for each directorate. The transfer to reserves is included in the central section of the budget.

7. As the year progressed, government departments allocated specific grants for additional service spending, including for outbreak management from the autumn with significant allocations received in quarter four.

8. The full year position reflects service pressures from regeneration and economy of £16.4 million (main item being £10 million of lost carparking income), and children's services of £6.4 million from the rising costs of looked after children and additional staffing.

9. Adult social care saved £4.4 million and environment and community £1.2 million, with Covid pressures supported by specific grants allocated late in the year for those more vulnerable and to reduce homelessness. These net savings are after additional council resources of £4 million were allocated to the adult social care sector from tranche one of government emergency funding early in the pandemic.

10. The outturn position improved significantly over the final quarter with net service pressures reducing by £15 million. Changes are largely related to the evolving pandemic. In adult social care, for example, a range of services could not be delivered or commissioned during the extended national lockdown period and across other services income streams performed better than expected. Children's services outturn remained close to the quarter three position in total.

11. Central items of £9.9 million offset the service savings to give the net £5.1 million improvement overall. These include transformation costs of £1.1 million which at quarter three were planned to be funded from reserves but at outturn not drawn down to preserve resources for the future. Also included are items totalling £6.5 million previously planned to offset pandemic pressures but instead have been transferred to reserves according to the agreed financial strategy. These transfers comprise the contingency of £1.2 million, refinanced capital programme of £2.8 million and unused revenue contribution to capital £2.5 million. Small changes over the quarter in other central budgets and funding adjustments make up the balance.

12. A summary of the 2020/21 revenue outturn position is set out below.

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

Quarter 3 Variance £m		Approved Resource £m	Covid-19 Pressures £m	Mitigation £m	Other Actuals £m	Reserve Movements £m	Outurn £m	Variance £m
	Service Budgets							
1.5	Adult Social Care & Public Health	111.4	2.1	(3.7)	99.6	9.0	**107.0**	(4.4)
6.3	Children's Services	62.5	5.4	(0.7)	65.2	(1.1)	**68.9**	6.4
2.4	Environmental & Community	51.2	3.0	(3.2)	48.0	2.1	**50.0**	(1.2)
20.4	Regeneration & Economy	6.4	24.1	(4.0)	0.5	2.1	**22.8**	16.4
2.5	Resources	33.4	2.6	(1.3)	32.0	1.1	**34.4**	1.0
0.0	Transformation	0.0	0.0	0.0	2.3	(1.2)	**1.1**	1.1
0.4	100 Day Plan	0.0	0.0	0.0	0.2	0.2	**0.4**	0.4
(0.8)	Furlough of staff	0.0	0.0	(1.0)	0.0	0.0	**(1.0)**	(1.0)
32.7	**Total Service**	**264.9**	**37.2**	**(13.8)**	**247.8**	**12.3**	**283.6**	**18.7**
	Corporate Items							
0.3	Estates Management	0.0	0.0	0.0	0.1	0.2	**0.3**	0.3
0.4	Smarter Structures	0.0	0.0	0.0	0.4	0.0	**0.4**	0.4
2.3	Investment Property Income	(6.2)	0.0	0.0	(4.1)	0.0	**(4.1)**	2.1
0.0	Pensions	5.2	0.0	0.0	4.9	0.0	**4.9**	(0.3)
0.0	Repayment of debt (MRP)	11.0	0.0	0.0	8.6	2.5	**11.0**	0.0
(0.1)	Corporate Items	0.8	0.0	(4.6)	0.4	5.0	**0.7**	(0.1)
(0.2)	Interest on borrowings	1.8	0.0	0.0	1.8	0.0	**1.8**	(0.0)
0.0	Treasury Income	(0.2)	0.0	0.0	(0.2)	0.0	**(0.2)**	(0.0)
(2.5)	Contribution to Capital Projects	2.8	0.0	0.0	0.4	2.5	**2.8**	0.0
13.3	Contribution Covid and Transformation Mitigation Reserves	0.0	0.0	0.0	0.0	13.3	**13.3**	13.3
0.1	Transformation Revenue Implications	0.0	0.0	0.0	0.0	0.0	**0.0**	0.0
0.0	Transfer to Reserves	1.9	0.0	0.0	0.0	1.9	**1.9**	0.1
0.0	Flexible use of Capital Receipts	0.0	0.0	0.0	(0.3)	0.0	**(0.3)**	(0.3)
0.0	Pension Capitalise Costs	0.0	0.0	0.0	0.6	0.0	**0.6**	0.6
13.6	**Total Corporate**	**17.2**	**0.0**	**(4.6)**	**12.5**	**25.3**	**33.2**	**16.0**
(29.0)	Covid-19 Grant	0.0	0.0	(17.9)	0.0	(11.1)	(29.0)	(29.0)
(13.3)	Grant for lost income	0.0	0.0	(14.0)	0.0	1.4	(12.6)	(12.6)
4.0	**Total Budget**	**282.0**	**37.2**	**(50.3)**	**260.3**	**27.9**	**275.0**	**(7.0)**
(1.2)	Contingency	1.2	0.0	0.0	(0.0)	1.2	**1.1**	(0.0)
(2.8)	Refinanced capital projects	0.0	0.0	0.0	(2.8)	2.8	**0.0**	0.0
0.0	HRA Cont to transformation	0.0	0.0	0.0	(2.0)	2.0	**0.0**	0.0
0.0	Review of Inherited Resources	0.0	0.0	0.0	(4.7)	4.7	**0.0**	0.0
(0.0)	**Net Budget**	**283.2**	**37.2**	**(50.3)**	**250.7**	**38.6**	**276.2**	**(7.0)**
	Funding							
0.0	Covid 19 Council Tax Income Guarantee	0.0	0.0	(1.1)	0.0	1.3	**0.2**	0.2
0.0	Covid 19 NNDR Income Guarantee	0.0	0.0	(0.1)	0.0	1.8	**1.6**	1.6
0.0	Council Tax Income	(217.1)	0.0	0.0	(217.1)	0.0	**(217.1)**	(0.0)
0.0	Business Rates Income	(58.1)	0.0	0.0	(98.4)	40.4	**(58.0)**	0.1
0.0	Revenue support grant	(3.0)	0.0	0.0	(3.0)	0.0	**(3.0)**	(0.0)
0.0	New Homes Bonus Grant	(2.6)	0.0	0.0	(2.6)	0.0	**(2.6)**	0.0
0.0	Collection Fund Surplus Distribution	(1.4)	0.0	0.0	(1.4)	0.0	**(1.4)**	(0.0)
0.0	Parish/Town/Neigh Coun & Charter Trustees	(1.0)	0.0	0.0	(1.0)	0.0	**(1.0)**	0.0
0.0	**Total Funding**	**(283.2)**	**0.0**	**(1.2)**	**(323.5)**	**43.5**	**(281.3)**	**1.9**
(0.0)	**Net Position**	**(0.0)**	**37.2**	**(51.6)**	**(72.8)**	**82.0**	**(5.1)**	**(5.1)**

13. The estimated pressures due to the pandemic have decreased from £47.5 million gross of government central grants (£5.2 million net pressure) in the quarter three report to £39.3 million gross (£2.3 million surplus) at outturn. There was significant uncertainty in January about the impact of the third lockdown on council services and the level of additional support expected from government. As in the wider economy, the impact was not as great as feared and net pressures reduced by £7.5 million. This was largely due to an improvement in income recovery, particularly for car parking, seafront trading and recharges to the capital programme with reduced cost pressures particularly in adult social care and housing. Greater use of specific grants has been made to fund unbudgeted Covid-19 expenditure. In adult social care there are also savings from service closures during the third lockdown and higher NHS and service user contributions towards care costs following the completion of assessments for adults discharged rapidly from hospital during the year.

14. Government compensation for lost sales, fees and charges has reduced at outturn from £13.3 million to £12.6 million, as income losses in the final quarter were lower than previously projected. After meeting the first 5% loss of income in full, losses above this level are funded by government at 75%. The grant estimate has been reduced by a transfer to earmarked reserves of £1.4 million. There remains some ambiguity in the calculation methodology and the grant amount has not yet been confirmed by government.

15. Service budget variances not directly related to the pandemic are relatively small at £1.8 million net savings in total. These service savings are in addition to the £13.3 million identified at the start of the pandemic and added into reserves at quarter three. Significant net pressures in this category remain in children's services at £1.7 million due to additional staffing costs. Budget pressures reduced by £4.4 million across all services in this category in the final quarter with the most significant reductions being in adult social care (£2.4 million) mainly from reduced demand for care packages and unfilled staff vacancies, and within resources (£0.9 million) from new savings identified for insurance, desk top replacements and software licences, legal fees and from the revenue and benefits service.

16. Monthly financial reports are continuing in 2021/22 to update MHCLG on the ongoing impact of the pandemic on service pressures, income streams, and tax collection.

17. Appendix A1 includes the detail of all 2020/21 projected budget variances greater than £0.1 million with a full revenue summary presented in Appendix A2.

Summary of 2020/21 outturn by directorate

18. The following paragraphs summarise the 2020/21 outturn position for each directorate.

Adult social care net variance £4.4 million underspend

19. It was noted at quarter three that there was significant uncertainty in the outturn projected overspend of £1.5 million for adult social care as the service remained at the forefront in supporting the NHS achieve rapid hospital discharges of adults due to the pandemic. This involved commissioning care on behalf of the whole health and social care system including self-funders and before processes to determine responsibility for costs could be completed.

20. Responsibility for costs for most people discharged from hospital between March 2020 and August 2021 (Scheme 1) was determined during quarter four when they were assessed and phased out from NHS hospital discharge funding. Also, further work in the final quarter with more data available for people discharged since 1 September 2020 (scheme 2), and the additional funding from government has reduced the estimated care market pressures due to Covid by £1.2 million, contributing to the surplus overall at outturn.

21. The council has supported the market with £4 million in the form of 10% value of commissioned care in the first quarter of the financial year and targeted support for unfilled beds in commissioned contracts due to Covid-19 outbreaks.

22. The Government has provided grant funding for the social care sector as follows: £11.5 million for infection control, £1.5 million for rapid testing and £0.9 million for workforce capacity. These funds have been distributed to the independent sector, in-house care services and the council's trading social care company (Tricuro). The use of these grants has also contributed to the reduction in cost pressures in council services at outturn.

23. During the pandemic many care services were not available to service users. The high level of Covid-19 in our community in January and February 2021 and national lockdown restrictions in quarter 4 meant that service users and carers continued to have restricted access to services. It is expected that most of the savings in the direct payments and respite budgets of £1.9 million are due to the pandemic.

24. In budgets for day care services, the independent sector has savings of £0.7 million and the Tricuro contract was reduced by £0.9 million for periods of closure. It is anticipated that these savings will not be on-going as services will resume to previous levels as the restrictions are removed. Pressures in the other services that remained operational, were met with the use of the specific government grants noted above.

25. Most of the £4.2 million mitigating savings identified to manage pressures early in the year were delivered as intended. The pandemic absorbed all available staffing and it was not possible to proceed with the work required to deliver £0.5 million of savings from a package of measures, which includes targeted reviews for people with learning disabilities.

26. Other movements in the adult social care financial projections include:

    - Employee savings of £0.65 million due to recruitment difficulties and use of government grant to support employee costs.

    - Reduced pressure in the cost of care packages by £1.6 million, to £0.7 million. Significant uncertainty was highlighted at quarter three when the council was commissioning approximately 20% of new care under the NHS hospital discharge schemes. It was not yet known how much cost would remain the responsibility of the Council after the assessments for each case were completed during quarter four. The reduced pressure also includes anticipated discharges to the community from mental health hospitals not taking place and expected demand did not materialise from people with learning disabilities in the community.

    - Additional income from service users, mainly deferred payments of £0.356 million.

- Smaller other net savings reduced from £0.264 million to £0.115 million from the bad debt provision increase in line with the council's accounting policy. The full year savings are from equipment and small adaptations, other equipment and general running costs, and additional income from property rents and deputyship arrangements.

27. The average cost of care home placements commissioned since the beginning of the pandemic under emergency hospital discharge arrangements continue to be higher than budgeted. A sum of £1.3 million has been included in the MTFP for 2021/22 in recognition of these legacy costs but they could be much higher and be a draw on the £9.9 million of Covid-19 emergency funding provided to the Council for 21/22.

Children's services – net variance of £6.4 million overspend

28. The final in-year overspend in children's services for 2020/21 is £6.4m and is due to the extra costs of care and staffing. The total pressure on care is £4.5 million and the overspend in other areas is £1.9 million.

29. The care packages pressure is from both significantly increased cost of some placements due to greater needs and complexity but also a continued increase in numbers of children being placed into care.

30. Permanent savings of £0.2 million are included for staff restructures across the three service areas along with commissioning savings of £0.2 million. There are also other miscellaneous savings of £0.2 million. The £0.1 million one-off contribution from a partnership reserve was not sought from the board as there is a review being undertaken of the whole service area and the reduction was viewed as counterproductive but will be looked at in 2021/22 following the outcome of the review.

31. Staffing pressures continuing from last year include the social work front door team and business support. The major overspend was in the front door team which was, as projected, at £1.2 million. This is due to significant use of agency social workers above vacant establishment posts to clear a significant backlog of cases. The cost of temporary and interim senior posts designed to make rapid improvements in the service is also adding to the overspend on staffing. Additional staffing pressures were also seen in the significantly under pressure SEN team due to the growing caseload and in the case management systems team which is engaged in the wider "care together" programme to establish a single system for the new council.

32. As noted in the budget report from the corporate director for children's services in September, the outturn includes additional expenditure of £0.3 million to support the implementation of the service improvement plan.

33. Pressures projected at quarter three in SEN transport has at outturn come in under budget along with the wider mainstream transport budget. The annual home to school transport budget is traditionally volatile and challenging to project. It is demand-led and impacted by numerous variables outside of the control of the Council. The degree of difficulty was magnified during 2020/21 because of the impact of the pandemic, some of the underspend is directly attributable to school closures, where contactors were paid less with staff furloughed. Other factors may well be the year two realisation of efficiency savings from the integration of Christchurch pupils.

34. At this point it would be unwise to presume that these savings are recurring. Rising home to school transport costs are an annual trend nationally. Despite our on-going efforts to operate efficiently, the trend of increasing demand, more medically and behaviourally challenging passengers and the transport impact of satellite schools are expected to lead to increased expenditure in 2021/22.

35. An additional pressure in the SEN team is that of legal support for work on tribunals (£0.17 million). This reflects the growing caseload for education, health, and care plans (EHCP's) and the continuing pressures outside the general fund in high needs expenditure funded by the Dedicated Schools Grant.

36. There are some miscellaneous underspends and vacancy drag to offset some of the pressures identified.

37. The allocation in December from the public health grant (£0.5 million) has been allocated to support expenditure in early help/children's centres in accordance with the purposes of this ring-fenced grant.

Environment and community – net variance of £1.2 million underspend

38. The quarter three report forecast a year-end position of an overspend of £2.4 million. The outturn position shows an improvement in both the impact of the pandemic, and some day to day operations.

39. In the December position, £5.7 million of the net pressure related to the Covid-19 pandemic, and at outturn this element has reduced to £3.0 million. The main areas contributing to the residual pressures are waste services, bereavement, and property maintenance. These pressures reduced over the fourth quarter and greater use of Covid-19 grants was made to cover other unbudgeted expenditure, particularly in providing temporary accommodation and supporting other vulnerable groups in the community.

40. Waste services have seen pressures from an increase of 7% on waste tonnages collected from domestic properties and a higher gate price for recyclate. There is also a higher level of overdue debt for which provision has been made. Income from the commercial weighbridge and skip-hire has been higher than anticipated mitigating the overall pressure in the service.

41. Within the housing service costs for temporary accommodation, subsistence and security arrangements have increased and the cold weather brought forward more people than expected in earlier estimates. Making these placements has also reduced the amount of housing benefit subsidy the council can claim as some of the accommodation does not attract full subsidy. The favourable movement overall in the final quarter, is due to some costs being covered by the application of the containment outbreak management funding (COMF). The total for all temporary accommodation related unbudgeted costs is £4.8 million but this has been mitigated by the receipt of housing benefit and using grants totalling £4.6 million. This pressure is on-going into 2021/22 and without continued support from MHCLG the financial consequences could be significant.

42. The council's maintenance and works teams lost income through the first lockdown but were hopeful of recovering across the remainder of the year. This was not possible due to further lockdowns but the impact in the fourth quarter was less than expected. In addition, the HRA has taken an appropriate portion of costs as a shared service between the two accounts, reducing the financial impact for the general fund.

43. The pressures within bereavement relate in the main to the council's share of the cost of providing the mortality support facilities at Poole port and in the Dorset Council area. There is some impact in the coroner's service due to an increase in the number of inquests and the special measures required when carrying them out, together with the cost of employing agency pathologists. Cremation service fees were reduced due to the restrictions placed on funerals, and memorial fees were also impacted.

44. There are also significant pressures within the catering & concessions and parks services from facilities being closed and reduced services. The loss of income in quarter four was less than forecast at the end of quarter three, the early opening of Kings Park Nursery also helped bring in additional income.

45. Within community services, the Covid-19 pressures are the impact of lost licensing and fixed penalty notice income, plus some additional security costs for the town centre. Specific grant income to support the clinically extremely vulnerable (CEV) has been received during the year and it appears in appendix A1 as a surplus because the related costs have been incurred across all council services in providing the emergency response. An early decision was taken not to transfer budgets when services were closed (some normally income generating) and staff were redeployed to support those identified as CEV in the community.

46. Across environment and community £3 million of in-year mitigation savings were identified in June, mainly due to postponing the application of corporate priority budgets, supplies and services budget savings and keeping vacant posts empty where possible. An additional £0.17 million has been realised due to the improved income from photovoltaic panels and garage rents. Permanent savings relating to service restructures, vacant posts, photovoltaic and garage rent income and other budget reductions have been applied to the 2021/22 budget.

47. The outturn position for other budgets has resulted in a surplus of £1.0 million. In waste and cleansing the budgeted European taxes on recycling did not materialise. There were savings from contract negotiations within housing related support. Highways maintenance achieved a surplus partly through increased income from installing drop crossings and ensuring that all works attributable to capital were charged to schemes accordingly. Telecare income had been prudently forecast to achieve budget but at outturn there was a surplus of over £0.5 million. Fees and charges span more than one financial year and income recognition calculations have been undertaken at the year end. The service and finance have committed to reviewing processes to ensure better predictions of income levels for future years

Regeneration and economy – net variances of £16.4 million overspend

48. The overall forecast position has improved by £4.0 million since the quarter three report, with both positive and negative movements across services.

49. The main Covid-19 pressures continue to be from lost income due to the lockdown periods and a slow recovery, particularly from car parking. Financial support provided to leisure and conference providers remains a significant pressure for the directorate.

50. The easing of lockdown during the summer enabled some income streams to recover, particularly car parking and seafront trading. The seafront catering service particularly has performed very well. However, this required significant investment in the management of the resort (£0.8 million). Extra measures were put in place to help manage social distancing during this period of high demand with additional

cleansing, security, communication and support to residents, businesses, and visitors. A number of these measures were re-instated in the third lockdown and some are likely to remain on-going. Some of the services included at quarter three in the £1.2 million pressure are now shown embedded within other service variances following a review of all additional costs with £0.8 million specifically related to targeted seafront support.

51. The level of anticipated income losses from the third lockdown did not materialise resulting in a £2.0 million improvement to car parking income and a £0.8 million improvement to seafront trading activities, with catering proving particularly resilient. Some uncertainty remains over leisure and hospitality tenant's ability to pay due to the pandemic.

52. Cultural and heritage budgets have experienced an additional £0.3 million pressure due to support for capital schemes that enhance facilities across the conurbation, updated insurance requirements regarding Russell Cotes Art Gallery and Museum and the PFI reserve has been increased to enable existing but variable obligations to be met. These were not previously provided.

53. In meeting its obligations, the council has agreed to provide significant support to our leisure services partners, BH Live and SLM, to help them through the pandemic and there are similar pressures associated with the council-run 2RM Christchurch leisure centre. Confirmation of the final support packages required by partners combined with reduced expenditure on repairs and maintenance has improved the position by £0.4 million. A £0.9 million reserve has been created to ensuring future year costs can be matched with available resources due to changes to the timing of support payments.

54. Data from engineering staff in the final quarter demonstrated a significant increase in hours worked to deliver the council's extensive range of capital schemes. This has resulted in the associated revenue pressure previously reported of £1.3 million being eliminated.

55. The net pressures expected in planning and building control services have increased by £0.35 million to £1.18 million as the wider economic impact of Covid-19 has crystalised.

56. Pressures in car parking associated with major repair work (£71,000) and business rates (£141,000) remain as well as those related to the transport network (traffic light and signalling contract costs of £99,000).

57. The projected costs of journeys for adult social care and extra Covid-19 requirements did not materialised contributing to a £0.25 million improvement within fleet services compared with the position forecast at quarter three.

58. The PFI contract with Dorset Council covering Christchurch street lighting has a £0.2 million budget pressure.

59. An income pressure of £72,000 in sustainable transport relating to a reduction in departure fees earned at the Bournemouth Travel Interchange.

60. Reduced activity and associated expenditure on staff and external agency and contractor workers in conjunction with an increase in capitalised hours means a £0.2 million saving in transport development and similarly a £0.4 million in flood and coastal management services.

61. Recovery of costs in the smart cities team improved by £69,000 to £169,000 and this has enabled a reserve to be created to ensure the necessary work is ongoing and remains funded into 2021/22.

62. Sustainable transport has utilised less policy budget and contributed £151,000 of savings in the service.

63. Delays to backlog maintenance works on bridges and structures plus reduced work activity on Bournemouth and Poole street lighting has created a £0.242 million saving within engineering but £0.164 million has been set aside in an earmarked reserve to support the completion of delayed works.

64. There is a £0.18 million saving in the signal maintenance contract within highways network management. Additionally, the service has seen an improvement in income for notices and inspections and revenue cost benefits with the introduction of the new street permitting arrangements totalling £0.242 million.

65. Covid-19 budget mitigation savings developed in June remain delivered, except from a new funfair that was not progressed as reported at quarter two and £0.3 million additional trading expenditure was required to achieve income recovery within destination and culture, particularly seafront. Delivered savings include those of a temporary nature arising from the outbreak period of £1.3 million, cancellation of the air festival at £0.3 million, plus the delay by the previous administration until next year of £0.15 million of spend on culture as part of members' priorities. Vacant posts and other budgets continue to provide £0.1 million of savings.

66. The development service has £0.3 million of savings from leaving vacancies unfilled and lower spend on general supplies during the outbreak, and £0.3 million saved by delaying Member priorities.

67. Growth & infrastructure have delivered savings from reduced spend during the outbreak of £0.7 million and unfilled vacancies of £0.5 million.

Resources – net variances of £1.0 million overspend

68. The final year end position for the Resources Directorate was a overspend of £1 million, an improvement of £1.5m compared to the projected quarter three position.

69. Covid pressures remained the biggest cause for the overspend at £2.6 million. The temporary cessation of debt collection for council tax and business rates alongside the courts being closed meant a loss of income of £1.1 million. The pandemic also impacted on income generation particularly for registrars and the land charge services, although recovery over the final quarter was better than expected.

70. The mitigation savings identified of £1.3 million in June were all fully delivered.

71. Additional pressures in the directorate of £0.9 million were mainly in relation to salaries. The intention previously had been to draw down reserves.

72. Additional savings achieved across the directorate total £1.2 million and include from the successful centralisation of stationary project achieving £0.1 million, external legal fees of £0.2 million and IT £0.4 million from reduced licences and desktop replacements.

Central items

73. The quarter 3 projected outturn was balanced by releasing contingency of £1.2 million, avoiding revenue contribution to capital of £2.5 million and utilising £2.8 million of monies refinanced from capital projects. Due to the improvement in the

outturn position during the final quarter, these resources totalling £6.5 million were not required to support the 2020/21 budget and instead can be held in the MTFP mitigation reserve.

74. In previous monitoring reports a pressure totalling £11.9 million has been reported in relation council tax and business rates loss of income. The expectation was this amount would be earmarked in reserves to deal with the estimated collection fund deficit payable in 2021/22. The government in December 2020 confirmed that the council will be able to spread the estimated deficits over 3 years. Therefore, the previous variance has been removed and is no longer showing in appendix A1.

75. The government also announced 75% income guarantees for council tax and non-domestic rates (NNDR) which have impacted in 2020/21. An assessment of the income due has meant council tax and NNDR income has not been as adversely affected as previously assumed with the grant therefore lower. To ensure there is sufficient funds to offset the planned three year spreading of the collection fund deficit, as noted in the above paragraph, a contribution to reserve has been made to make up the difference.

76. In previous monitoring reports it has been highlighted that the budget for a revenue contribution to capital would instead be redirected to support transformation costs. As part of setting the 2021/22 budget a thorough review of resources has been undertaken to ensure the impact on revenue is as limited as possible. This identified that the £2.4 million revenue contribution to capital could be released to further contribute towards the Covid-19 and transformation mitigation reserves.

77. The council's total claim to government for furloughing staff was just under £1m slightly higher than previously assumed in the December position of £0.8 million. Future claims in 2021/22 are expected to be much smaller as lockdown guidelines are eased.

Specific Revenue Covid-19 Grants

78. Specific government grants have been allocated during the year to manage service cost pressures resulting from the pandemic. A list of ring-fenced Covid grants in 2020/21 is included in appendix A3.

Adult social care

79. Grants totalling £13.8 million have been allocated by the Department for Health and Social Care (DHSC) for very specific purposes using national data sets for adult social care.

80. These include £11.5 million for infection control for onward allocation to local care providers according to national criteria, £1.5 million for rapid testing of care sector workers and £0.9 million to support additional workforce costs. Where there have been elements of discretion, decisions have been made in line with the grant conditions and where relevant made by the critical incident management team (CIMT) which was formed to make urgent decisions during the pandemic.

Public health

81. The DHSC allocated £10.9 million for extra public health measures in the second half of the year. Central reporting of expenditure is a condition of these grants, but the council has discretion in how the resources are used. They can be spent over two financial years with unspent amounts at March 2021 carried forward in earmarked reserves.

82. Grant allocations include £1.8 million for community test and trace activity and £9.1 million from the contain outbreak management fund (COMF). The COMF was allocated to councils per head of population in the autumn according to periods within tier levels. This was followed by further funding in the final quarter due to the national lockdown. Grant conditions include expected categories of expenditure and that decisions are made in consultation with the local director of public health. Decisions have been made through CIMT, or by officers on grounds of urgency with £8.1 million of expenditure authorised and £2.9 million spent in the year, leaving £5.2 million carried forward as committed into 2021/22. Main items approved include for testing, tracing, support to rough sleepers, compliance measures and resort management through March and the easing of lockdown in spring and early summer. The report provided at Appendix A4 from the director of public health provides greater detail of the two grants and how they have been allocated.

83. The COMF allocation for 2021/22 is £2.533 million with the director of public health recommending in accordance with financial regulations for **Council decision** that:

The £2.533 million is retained in a contingency to manage any outbreaks that may occur later in the year.

Homelessness

84. Grants include those provided following a successful bidding process, with acceptance approved by Cabinet or Council and these have been spent in accordance the bid. This includes £2 million from the Ministry of Housing, Communities and Local Government (MHCLG) to provide accommodation and support to those otherwise homeless during the pandemic. This funding enabled the council to continue the national 'everybody in' campaign after the end of the first lockdown period up to the end of the financial year. Other specific grants have been allocated during the pandemic to support the homeless and some existing grants were permitted to be repurposed.

Communities

85. Grants have been allocated for urgent spending to support people in our communities who are more vulnerable due to poor health or financial hardship. Grants include the Covid winter grant from the Department for Works and Pensions (DWP) for the provision of food and other essentials of £1.1 million from November up to the year end. Grant conditions include the parameters of supported groups and categories of eligible expenditure, with at least 80% to be allocated to families with children and largely for food. Grants have been received from MHCLG for additional welfare support and new services to help the clinically extremely vulnerable during the pandemic of £1.2 million. Spending plans meeting government criteria have been agreed through CIMT.

Transport

86. Transport grants totalling £0.9 million have been allocated from the DfE to fund the council's additional school transport expenditure and £0.3 million allocated from the Department for Transport (DfT) to support bus operators in maintaining public services with reduced fare-paying passengers.

Resources

87. The council was allocated new burdens funding of £1.1 million to set against the additional administration costs of running government schemes to support business and individuals.

88. During the year, significant government support to businesses has been administered via local councils with BCP allocated £157 million across the various schemes. These include the retail and hospitality business rates relief and cash grants at the start of the first lockdown, followed by further cash grants during subsequent lockdown periods for those mandated to close or severely impacted by the pandemic.

89. The council also administered £4 million of new funding allocated for individuals, being self-isolation payments from the test and trace system and additional support provided under the local council tax support scheme, with more people facing financial hardship as the year progressed.

90. Some of the new burdens funding is being carried forward in an earmarked reserve to fund the extra costs in 2021/22 from clearing the backlog in caseload that has accumulated as staff have needed to focus on administrating the new Covid related schemes.

Acceptance of grants bids for expenditure in 2021/22

91. Two grants requiring approval have been awarded for 2021/22 since the budget was set in February 2021. Under the council's financial regulations grant funding awarded over £100,000 and up to £1 million requires the **approval of Cabinet:**

Drug & Alcohol Homeless Grant - £0.688 million

92. The drug & alcohol commissioning team (DACT) have been successful in bidding to Public Health England for grant funding of £0.688 million for substance misuse support and treatment for individuals residing in temporary / emergency accommodation

93. The proposed budget allocation is:

- £0.319 million for staffing costs, including for the delivery of trauma informed care training to all staff within drug and alcohol support providers, supported housing and temporary accommodation. This will be delivered in partnership with the housing service and will also cover costs for people with lived-in experience who wish to volunteer / peer mentor.
- £0.359 million for additional treatment costs, such as for inpatient detoxification, residential rehabilitation, and trauma counselling.

94. If agreed targets within the bid are met, additional payments for exceeding targets will be received on a quarterly basis and will be ring-fenced to enable treatments to continue.

95. It would be difficult without this funding to target this client group and offer in-reach provision into the temporary and emergency accommodation. This would then adversely impact on the 'everyone in' initiative as people would have limited options for move on accommodation due to chaotic substance misuse. It should reduce the need to attend mainstream drug and alcohol services.

Universal Criminal Justice Grant - £0.414 million

96. DACT have also been successful in bidding to Public Health England for grant funding of £0.414 million to work with individuals returning from the prison estate, those arrested due to crimes linked to substance misuse and to reducing drug related deaths in the area.

97. Terms and conditions of the grant require a service to be delivered for a 12 month period from 1 July 2021 to 30 June 2022. This will give commissioned providers time to recruit suitable workers and a twelve month period to demonstrate outcomes.

98. The main theme of the application is to re-introduce a criminal justice team which had been disbanded in 2015, enhance the criminal justice programme and introduce new initiatives for the more expensive residential programmes.

99. Spend agreed by Public Health England is as follows:

- £8,520 towards data collation and commissioning tasks
- £132,000 for additional treatment options
- £216,480 to increase integration and improve care pathways for people in the criminal justice system
- £37,000 to increase treatment capacity to respond to extra diversions
- £15,000 for trauma informed counselling; and
- £5,000 to enhance harm reduction provision

100. Without this additional funding the council would not be in a position to offer all the additional interventions required to target this group, with high numbers of those with substance misuse issues re-offending and returning to the prison estate which impacts on their families and local communities.

101. This funding will assist in reducing the pressures on the criminal justice statutory agencies (Dorset Police and National Probation Service) and allow continued improvement in pathways and partnership working.

Reserves monitoring 2020/21

102. Earmarked reserves have been set aside for specific purposes and these were reconsidered in June in the light of the new financial environment and need to fund the transformation programme which is fundamental to delivering savings at scale.

103. The position in February was that £13.3 million was added to the transformation and financial resilience reserves, being the projected surplus for the financial year. The updated position now includes £6.5 million (as set out in para 73) to be added to the MTFP mitigation reserve as well as the surplus outturn position of £5.1m.

104. Figure 2 below summarises the projected movement in reserves during the current financial year.

Figure 2: Summary of projected movements in reserves

Reserves Balances	1 April 2020	31 March 2021	Movement
	£m	£m	£m
Earmarked reserves*	42.7	93.6	50.9
Un-earmarked reserves**	15.4	15.4	0.0
Total before Covid grants	**58.1**	**109.0**	**50.9**
Covid grants / resources	11.1	19.8	8.7
NNDR Covid Grant	0	40.4	40.4
Total reserves	**69.2**	**169.2**	**100**

*These amounts do not include revenue reserves earmarked for capital, schools or HRA.

**These amounts do not include the deficit on the dedicated school's grant

105. The main **movements** on other earmarked reserves during the year are as follow:

Financial Resilience Reserves

a)	(£25,106k)	**Refinancing of the Capital Programme Reserve** New reserve set up as culmination of refinancing the capital programme from borrowing. Amount will be drawn down in 2021/22 to support the budget
b)	(£4,748k)	**Review of Inherited Resources** New reserve set up as a culmination of review of inherited resources into BCP Council and approved by Full Council. Amount will be drawn down in 2021/22 to support the budget.
c)	(£9,982k)	**Covid-19 Financial Resilience Reserve** Contribution from the in-year position to support additional pressures from the ongoing pandemic
d)	(£13,228k)	**MTFP Mitigation Reserve** New reserve set up to manage any emerging issues with the management of the MTFP

Transition and Transformation Reserves

e)	(£14,149k)	**Transformation Mitigation Resilience Reserve** Established to mitigate timing differences in the transformation programme and any capital receipts shortfall.
f)	(£2,000k)	**Contribution from outside the GF towards Transformation** Approved contribution from outside of the general fund towards transformation costs.
g)	£1,179k	**Pay & Reward Strategy** Use of reserve to pay for work on the pay and reward strategy
h)	£909k	**Local Government Reorganisation Costs** Full use of reserve to pay for remaining LGR costs with balance redirected towards the transformation mitigation resilience reserve
i)	£1,181k	**Redundancy Reserve** Full balance of reserve not drawn down and added to transformation mitigation resilience reserve

Government Grants

j)	(£7,346k)	**Covid-19 Grants** Unspent Covid 19 grants which are forecast to be mostly spent during 2021/22
k)	(£40,409k)	**NNDR Covid Grants** Due to the intricacies of the business rates system an amount of section 31 grants has been paid to the council during 2020/21 which needs to be drawn down in 2021/22 to offset the collection fund deficit of circa £40 million.

Corporate Priorities and Improvements

l)	(£750k)	**Other Corporate Priorities & Improvements** Money set aside by services to deal with expected pressures in 2021/22 such as the rollover of unspent monies for the 100-day plan £214,000 and £164,000 to be spent on bridges and structures work.
m)	(£1,318k)	**Covid Recovery Resources** Money set aside by services to deal with expected Covid pressures in 2021/22 including within leisure and the revenue and benefits services.

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

Dedicated Schools Grant (DSG) 2020/21

107. The DSG is allocated within four expenditure blocks for early years, mainstream schools, central council services and high needs. The aim would normally be to set the DSG budget for a balanced position overall.

108. The council is no longer able to add to the DSG from its own resources with the Department for Education (DfE) imposing a limit on how much funding can be transferred away from mainstream schools to support the high needs budget. Consequently, despite initiatives to reduce expenditure, the high needs budget for 2020/21 was set with a shortfall of £6 million compared with funding available from the DSG.

109. There is a surplus in 2020/21 of £1 million from the school's funding block after all mainstream schools received their full national formula allocations. The DfE did not approve transferring this to support high needs expenditure and it remains unallocated to offset the deficit overall.

110. The accumulated deficit at 31 March 2020 was £4.6 million, with the outturn funding gap of £3.2 million increasing this to £7.8 million at 31 March 2021. This is an improvement compared with the budgeted gap of £5 million and associated accumulated deficit of £9.6 million.

111. Figure 3 below summarises the projected deficit for the dedicated schools grant at 31 March 2021.

Figure 3: Summary position for dedicated schools grant at 31 March 2021

	£m
Accumulated deficit 1 April 2020	**4.6**
Budgeted high needs shortfall	6.0
School funding block surplus	(1.0)
Savings in high needs block (relating to prior years)	(1.3)
Funding adjustments and savings in other blocks	(0.5)
Accumulated deficit at 31 March 2021	**7.8**

112. The £5 million budgeted annual DSG funding gap has been reduced to £3.2 million. This is the result of high needs expenditure accrued in earlier years being settled at

£1.3 million less than provided due to imperfect information from legacy councils, plus £0.5 million from funding adjustments and savings within other expenditure blocks.

113. High needs expenditure relating to 2020/21 was on budget. The plan to flatten the growth in the number of funded education health and care plans (EHCP's) has been successful at 5.8%. This had been budgeted at 13.5% in line with growth seen in recent years. There has been considerable growth in the number of EHCPs issued without funding attached with the overall growth in plans at 9.5%. Despite the EHCP trend and the creation of a significant number of new local places this element of the budget was still overspent by £0.3 million as the average cost of a plan remained higher than budget due to further reliance on high cost independent providers.

114. There were savings on other high needs budgets due to schools being closed to most pupils, with relatively few new cases coming forward for pupils with medical needs saving £0.4 million. The number of pupils unable to attend mainstream provision will likely return to normal levels in 2021/22.

115. The reduced level of permanent exclusions has not resulted in savings as public sector providers have been funded largely at pre Covid levels for financial sustainability as required.

116. The service in 2021/22 will report progress in bringing the high needs budget into balance at the High Needs Deficit Recovery Board, with meetings planned at six-weekly intervals. Meetings are also planned to be held with the Department for Education twice a year.

Transformation

117. As part of the local government finance settlement 2020/21, the Secretary of State confirmed a three-year extension from 2022/23 of the flexibility to use capital receipts to fund transformation projects. Local authorities can use only capital receipts from the disposal of property, plant and equipment assets received in the years the flexibility is offered. Set up and implementation costs of any new processes or arrangements that will generate future ongoing savings and/or transform service delivery to improve the quality of services in future years can be classified as qualifying expenditure.

118. Council on 7 July 2020 agreed to the extension of the transformation project to a £38 million programme referencing the quantum leap forward in different ways of working as a consequence of the Covid-19 public health emergency and the need to accelerate the pace at which we generate savings and efficiencies. The report set out that the £43.9 million must now be adopted as our minimum expectation of savings and efficiencies.

119. The Council has approved a funding strategy for the transformation programme that utilises capital receipts in accordance with the flexibilities allowed by the government. As of 31 March 2021, the council had utilised £0.3 million of capital receipts to fund transformation resulting in savings against the 2020/21 budget of £5.0 million as set out in figure 4 below.

Figure 4 Transformation Saving 2020/21

Service Area	2020/21 £'000
Adult Social Care	465
Environment and Community	1,942
Regeneration and Economy	1,722
Resources	829
Savings captured in the 2020/21 Budget	**4,958**

120. Savings were not requested from children's services as rapid improvement in performance was required during the year.

121. The 2021/22 budget is premised on the council delivering £7.5 million in savings with additional savings of £34.9 million over the following two years. The 2021/22 savings from the transformation programme are associated with the:

- Work to enable communities to take more responsibilities for their needs.
- Reduction in employee headcount through the consolidation of common roles/work.
- Reduction in employee headcount through the consolidation of organisational layers/structures.
- Reduction in third-party spend through more robust procurement and contract management.
- Review of the corporate structure to continue to reflect and realign management resources to ensure continuous improvement towards being the organisation that we aspire to be and to ensure we deliver our priorities.
- The council's estate and accommodation project.

Consistent use of capital receipts and flexible use of capital receipts

122. As part of the ongoing review of how the council finances the capital and transformation programmes, the application of receipts from housing sales has been considered. There is an element of housing sale capital receipts that is determined as the local authority's share of the receipt. This can be used for any purpose and is not ring-fenced to housing.

123. A consistent approach is developed for both the Bournemouth and Poole area housing capital receipts, whereby the unrestricted portion, after accounting for shares earmarked to repay debt and to transfer to the government, are released to fund transformation or the wider capital programme according to the approved Council principle for the use of capital receipts.

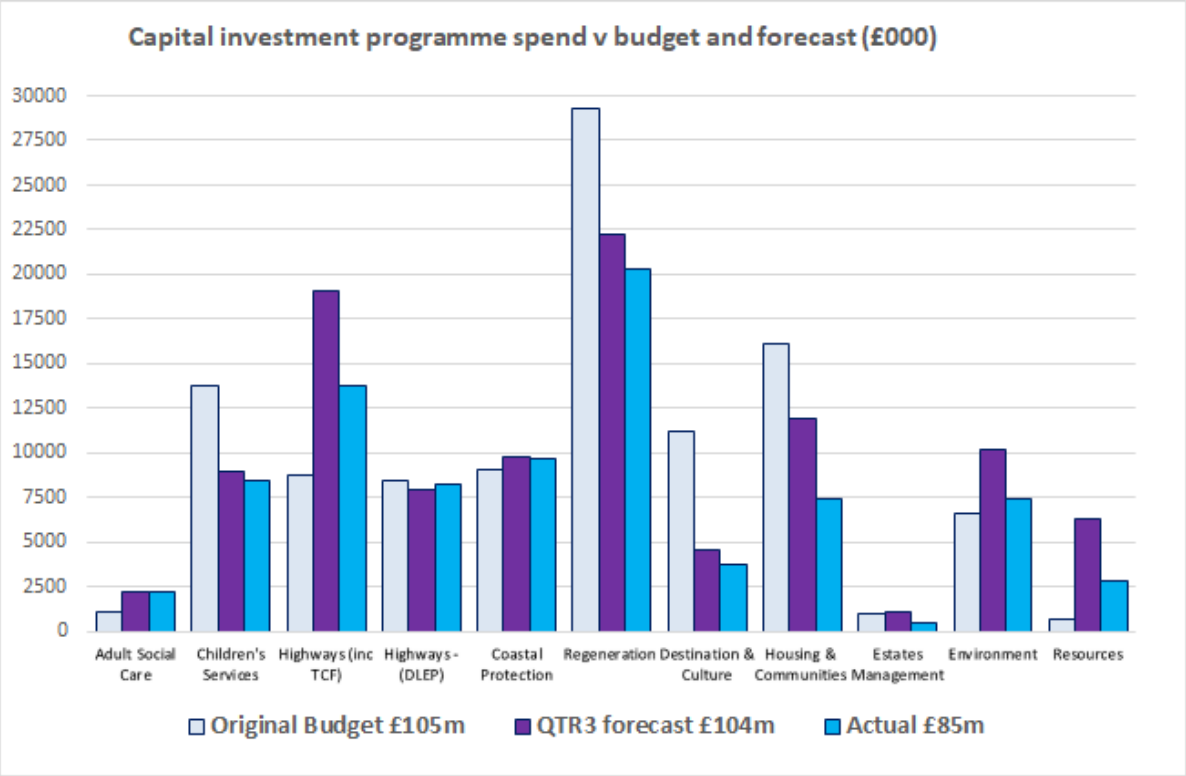
124. The harmonisation of the un-ringfenced elements of housing sale receipts allows £3.19 million that previously funded housing capital expenditure or had been earmarked to do so, to be released. Of this amount, £1.89 million collected from 2016/17 can be used under the government's capital receipts flexibility to fund transformation, and £1.30 million collected prior to 2016/17 can be used to finance the wider capital programme.

Capital budget monitoring 2020/21

125. The council's budgeted capital investment programme (CIP) covers general fund capital expenditure only. Housing Revenue Account (HRA) related capital spend is reported separately in this report.

126. At quarter 3 (produced as the UK was just entering its third national lockdown) forecast full year capital spend was £104.4 million - comparable with the original budget of £105.7 million approved by Council in February 2020. Final spend for the year was £84.6 million (81% of original budget and quarter 3 projections). Approved capital budget not utilised in 2020/21 is carried forward into the capital investment programme for 2021/22.

Figure 5: Capital investment programme spend £84.6 million



Capital investment programme – 2020/21 highlights

127. **Adults Social Care £2.2 million** – Figbury Lodge was completed in July 2019. Defects rectification, originally delayed by access limitations resulting from Covid, are now progressing, and are scheduled to complete by July 2021. BCP has also invested £1.8 million this year in integrated community care equipment to further promote independent living at home.

128. **Children's Services £8.5 million** - Works commenced on Hillbourne School in September and £3.2 million of spend incurred in 2020/21. Hillbourne is a three-phased programme of works, each of which is currently on schedule. The new school buildings and immediate external environs are due to be handed over to the school in October 2021. Following the school's decant over October 2021 half term, vacated school buildings will be demolished, and the remainder of the school's external environs developed for hand over in April 2023. Surplus playing field land will be transferred to the HRA for housing development – currently assumed to be actioned by 31 March 2022. The establishment of the school playing field will take a year and will be available to the school in April 2024. Latest contingency analysis indicates the current budget for the project is sufficient. Numerous defects have been corrected at Ocean Academy (main works completed June 2015), with one

major defect outstanding. The building will be reclad in its entirety by the original contractor, at no cost to the council, during the school's summer 2021 recess. The project is expected to close in 2021/22 within remaining budget. £2.9 million spend incurred this year on Carter School building works, which are now complete (the new school blocks were handed over to the school on 15 March 2021). The final account is yet to be agreed but no additional claims have been raised by the contractor. There are likely to be some residual claims for furniture, fittings and equipment, ICT and fees to resolve in the coming months. The project is expected to be completed within approved budget.

129. The council continues to focus on additional capital investment in local SEND school places to mitigate significant revenue pressures in the high needs block. Around £1.5 million of capital investment was made in 2020/21 on new satellite SEND provision across various sites, with further investment planned in 2021/22. New high needs grant funding of £2.4 million has been received for 2021/22. The council will also have access to the £10 million SEND fund set up in February as funding for future SEND investment.

130. A new Children's Capital Board is being established to oversee delivery of schools related capital projects. A longer term children's capital strategy, informed by pupil numbers and needs, will be developed for approval by Council.

131. **Highways £13.8 million** – Around £6.1 million 2020/21 investment in Transforming Cities Fund (TCF) approved highways improvements to better facilitate sustainable means of travel across the conurbation. The TCF is an ambitious and far-reaching programme of strategic investment that is supported by robust governance arrangements and is delivered in partnership with Dorset Council. The Programme consists of two sustainable travel corridors (S5 and S6) and a cycleway corridor. Each corridor requires the preparation of outline business cases (OBC) published for formal public consultation, followed by full business cases that are informed by consultation results. Public consultation on the cycleway corridor OBC closed 31 March 2021. Consultation on the sustainable travel corridors is due to close 14 June 2021. The DfT has allowed the council to progress discrete schemes from within each Corridor early – Leigh Road (sustainable corridor) (Dorset Council delivered), Whitelegg Way (sustainable corridor) and upper gardens (cycleway corridor). Each of these schemes is supported by an approved final business case. Whilst the TCF programme benefits from £79 million DfT Transforming Cities Fund capital grant funding, it also requires local contributions from both BCP and Dorset to be made (Local Transport Plan (LTP) funding and s106 contributions from developers). BCP local contributions have been allowed for / earmarked within the capital programme. It also assumes significant complementary investment by third parties – including local bus operators. BCP is liaising with local bus operators on the timing of this investment, given delays arising from the impact of Covid.

132. A further £7.7 million investment in non-TCF highways improvements in 2020/21. This represents routine and structural highways and bridges maintenance funded predominantly from LTP and pothole grant (as well as contribution from Dorset Council for shared works). It also includes £0.5 million of DfT Challenge Fund grant funded works. Challenge Fund grant of £4.2 million was received this year – the majority of which is planned to be spent in 2021/22. The council also allocated £0.9 million DfT grant funding towards street scene operations, for highways improvements undertaken across the conurbation.

133. **Highways DLEP £8.3 million** - This includes £6.6 million Dorset Local Enterprise Partnership (DLEP) funding for major highway improvements including Blackwater Junction and A338 widening works, Wallisdown connectivity works, Ferndown – Wallisdown – Poole (FWP) Corridor and Townside Access to the Port of Poole. A further £2.4 million investment in non-DLEP funded phases of work (predominantly FWP Corridor, Townside Access to the Port of Poole and Wallisdown Crossroads is currently planned for 2021/22 and 2022/23 - funded from a combination of DfT capital grant and local contributions.

134. **Coastal protection £9.7 million** – includes £9.2 million investment for timber groyne and beach nourishment phases of the Poole Bay beach management programme. Work has progressed at pace and spend incurred is in line with profile. This programme is delivered in partnership with the Environment Agency.

135. **Regeneration (Service Delivery) £20.3 million** – Significant investment in the ongoing regeneration of the town centres and the Holes Bay area of Poole. Whilst these projects are referred to internally as 'regeneration projects', they are actually 'service delivery' capital projects, essential to the provision of frontline services. The council acquired the former power station land during the year and is now developing plans for new housing on this site, which will include an appropriate level of affordable housing (total spend £15.7 million). The council also approved the relocation of the Skills & Learning Service from Oakdale to units within the Dolphin Centre. This frees up the potential for further new housing in Oakdale. The council is also progressing several other development projects across the conurbation - including Heart of Poole, Turlin Moor housing, civic centres (Poole and Christchurch), Wessex Fields land options, Constitution Hill, Chapel Lane.

136. Lansdowne - In partnership with DLEP, a further £3.2 million has been invested on public realm improvements, 5G digital connectivity and infrastructure improvements in the Lansdowne area. The main public realm programme of works consists of four phases. The first two phases are planned to complete by summer 2021, utilising £1.0 million of DLEP pipeline funding unspent at 31 March 2021 and £2.9 million of BCP funding (predominantly historic unapplied s106 contributions). Total budget approved in 21/22 for phase 1 & 2 completion is £3.9 million. Inherent risks remain within the programme – including:

    - the need to complete phases 1 and 2 by quarter two (at the very latest) to maintain access to £1.0 million DLEP funding.
    - compensation events from changes to contracted phase 1 & 2 works have arisen (latest estimate £50k to £100k) – options to fund these are currently under review.
    - Of the £2.9 million BCP local funding required to complete phase 1 & 2, to date £2.6 million has been identified – resulting in a current shortfall of £0.3 million. The council is reviewing how to fund this shortfall (e.g. further s106 contributions, CIL, unallocated LTP grant).
    - No funding has yet been identified and approved for phases 3 & 4 of the Lansdowne Business District, currently estimated to be £2.4 million.

137. The council's initial £25.0 million Ministry for Housing, Communities and Local Government (MHCLG) Towns Fund earmarked grant allocation has reduced to £21.7 million. This is a result of government repurposing of Towns Fund grant towards (amongst others) freeports. The council must now formally apply for the £21.7 million Towns Fund grant through full business cases for each project. As at

the end of 31 March 2021 £0.2 million of unspent budget remains to meet the cost of business case development. Current estimates for project management and business case development for Towns Fund projects is £1.7 million, which means there is a current funding shortfall of £1.5 million.

138. The £21.7 million earmarked funding is in addition to the £1.0m Towns Fund Accelerator grant funding (awarded 25 September 2020) allocated to digital connectivity, King's Park Indoor Bowls Club and Boscombe public realm Towns Fund projects. The table below shows the impact of reduction in the main Towns Fund grant allocation from £25.0 million to £21.7 million. Revised project allocations were reviewed and approved by the Towns Fund Strategic Board 25 March 2021.

Towns Fund

	Original MHCLG allocation £000	Revised MHCLG allocation £000
Royal Arcade	7,401	7,151
Boscombe Skills Hub	1,250	1,000
The Old School House	160	160
King's Park Bowls Club	752	752
High Street	470	345
Masterplan	10,000	7,500
Toft Steps Beach Box Park	150	150
Events Programme	100	100
Digital Connectivity	1,925	2,050
Local Transport	2,532	2,532
East Cliff Lift (not approved by MHCLG)	260	0
	25,000	**21,740**

139. **Destination & culture £3.7 million –** Spend includes £1.8 million investment in cliff stabilisation works at Canford Cliffs. Subsequent phases of work in the Canford Cliffs area include pavilion works and new beach hut development, currently planned for 2021/22 and 2022/23. The current seafront development programme includes a programme of separate and innovative capital schemes that span the breadth of the council's coastline – including Durley Chine Innovation Hub (£0.6 million spend in 2020/21). Projects are monitored by the council's Seafront Development Board and are planned to be delivered at pace in 2021/22 with £9.5 million currently expected to be spent on the seafront delivery programme in 2021/22. Looking ahead, a draft seafront development strategy (5 year plan) has been developed, with public consultation due to complete in July. Strategy revisions (post consultation) will be made by August, with a view to seeking council approval of the strategy and supporting delivery plan in September 2021. Delivery of the Strategy will require significant new capital funding and dedicated delivery team resource (indicative estimate £2.6 million over 5 years – to be fully costed as part of strategy development). It is likely that some of this resource will be required in advance of September 2021.Outside of seafront development, a further £0.6 million has been invested this year on cultural assets, including Highcliffe Castle, Christchurch Priory walls and Poole Museum.

140. **Housing £7.4 million –** includes £3.8 million for new 46-unit St Stephen's housing development. The project has been completed in partnership with the Bournemouth Development Company (BDC) within the approved total project budget of £12 million. Under the terms of the BDC contract, there is the potential for BCP to

recover some of its capital outlay through final 'profit-share'. This is subject to final review of costings and approval by BDC Board during 2021/22. The council has also spent £1.3 million on the acquisition of 12 new homes under its temporary housing accommodation portfolio, utilising £0.7 million of MHCLG Next Steps Government grant funding. A further £1.0 million of disabled facilities grant has been utilised to provide adaptations in private homes.

141. **Environment £7.4 million –** £4.2 million of investment in fleet operations, with £2.1 million unspent capital budget carried forward into the 2021/22 capital programme. The council has developed a long-term strategic fleet replacement plan, that is both environmentally and financially sustainable and the details are included in a separate report is on the meeting agenda. The capital programme will be updated once this plan is approved. A further £2.7 million capital spend has been invested in parks and open spaces including £2.0 million in Poole Park.

142. **Civic estate £0.5 million** – this represents hard facilities management spent across the civic estate. The largest element of investment is £0.3 million investment in the maintenance of BH Live assets, funded from council earmarked reserves.

143. **Resources £2.8 million** - Spend includes £1.1 million on the council's annual ICT investment plan (including desktop replacement and Microsoft Enterprise investment). A further £1.2 million one-off capital ICT investment was made as part of the transformation programme. This includes investment in laptops and Microsoft Teams, to maintain (and improve) agile working arrangements and investment in contact centre telephony, backup and security tools and data management.

144. In November 2020 the council approved capital budget of £5.7 million to facilitate the move to new civic office accommodation in Bournemouth. Of this, £0.5 million was spent during 2020/21, with all remaining works scheduled to complete in 2021/22 (and unspent capital budget from 2020/21 carried forward accordingly).

145. Poole and Christchurch civic centres are earmarked for disposal by 31 March 2022. No financial provision has been made for any building related costs at these sites beyond this date.

Capital investment programme – financing

146. This section summarises the final funding profile for 2020/21 of the £86.4 million capital programme of expenditure. External funding contributions (including government grant) total £59.2 million, and £22.3 million is funded from additional prudential borrowing (including £1.2 million funded from HRA land transfers), and £3.2 million is currently funded from reserves.

147. During the year the council refinanced its capital programme in response to revenue budget pressures. This process focussed on switching capital reserve funding allocated in the capital programme to alternative funding sources (community infrastructure levy or prudential borrowing). As referenced in the quarter three budget monitoring report, some residual reserve allocations remained in the 2020/21 capital programme. These included allocations for Mosaic care system, contributions towards Poole Park, Upton Country Park and Poole Bay beach management plan (representing BCP local contribution towards projects primarily funded from external grants), the use of earmarked revenue reserves for specific capital projects, and the use of council reserves for feasibility projects. The closing value of these residual reserve allocations for 2020/21 is £3.2 million (£8.9m for the three years 2020/21 to 2022/23).

148. Since the quarter three report, a further £1.3 million of housing related capital receipts accruing from before 2016/17 have been allocated as funding for capital spend. These pre-date the council's flexible use of capital receipts policy and can therefore only be applied to capital expenditure. This funding has now been applied to the capital programme, replacing (but not removing) previously approved revenue funding for capital. To emphasise, this adjustment does not alter the total £8.9 million of reserves allocated to the capital programme 2020/21 to 2022/23, it instead swaps revenue funding allocations within this balance for housing related capital receipts.

149. As a continuation of capital programme refinancing already undertaken during the year, a review of the remaining £8.9 million reserves allocations within the 2020/21 and 2021/22 capital programmes has been completed to identify projects where funding could be swapped from reserves to either CIL or prudential borrowing. As a result, it is proposed that a further £4.0 million of reserves is released from the capital programme as follows:

- £1.8 million of reserves are swapped for CIL (£0.4 million from 2020/21 and £1.4 million from 2021/22).
- £2.2 million of reserves are swapped for additional prudential borrowing (£0.9 million from 2020/21 and £1.2 million from 2021/22).
- The £4.0 million reserves release represents both revenue funding for capital expenditure and capital receipts (from 2018/19, 2019/20 and 2021/22) currently assumed to support the capital programme. Whilst revenue funding for capital can be released to support the budget 2021/22, capital receipts can only be used to support the revenue costs of transformation (in line with the council's flexible use of capital receipts policy). The net impact of this is to release £1.8 million from revenue funding for capital to support the revenue budget in 2021/22 and £2.2 million from capital receipts to support the transformation programme. Appendix B2 provides a listing of all capital projects with current reserve funding proposed to be replaced with CIL or borrowing.
- The new borrowing proposed results in additional annual repayment of £0.1 million in 2021/22, increasing to £0.2 million from 2022/23. This new pressure will be factored into the MTFP.
- Residual unallocated CIL balance would reduce from £4.0 million to £2.2 million

150. The proposal will reduce reserve utilisation within the capital programme 2020/21 to 2022/23 from £8.9 million (£3.2 million in 2020/21, £5.2 million in 2021/22 and £0.5 million in 2022/23) to £4.9 million (£1.8 million in 2020/21, £2.6 million in 202122 and £0.5 million in 2022/23). The £4.9 million residual reserve allocation 2020/21 to 2022/23 consists of:

- £1.3 million housing related capital receipts accrued before 2016/17. These predate the council's flexible use of capital receipts policy and can therefore only be applied to capital expenditure (and not to fund the revenue costs of transformation).
- £2.4 million earmarked revenue reserves. These are allocated to feasibility works where there is no certainty that the works will result in a new approved capital project (neither prudential borrowing nor CIL can therefore be applied) and to Mallard Road and King's Park Athletics Club capital projects – both of which utilise third-party contributions that have been received and earmarked for this specific purpose

- £0.3 million HRA right to buy receipts (applied to affordable housing components of general fund housing developments in accordance with MHCLG)
- £0.4 million capital receipts from 2019/20 (applied to small feasibility projects and estates maintenance)
- £0.5 million revenue contribution in 2022/23 - specifically for the maintenance of BH Live assets

151. The financing of the CIP before the proposed £4 million funding swap is shown below in figure 6 and after in figure 7.

Figure 6: Capital investment programme financing (before £4.0 million proposed funding swap to CIL and prudential borrowing)

Current funding in capital programme	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Government Grant	55,895	87,384	58,858	202,137
Third Party Receipts	379	1,846	0	2,225
s106	1,654	6,607	496	8,757
CIL	1,261	789	0	2,051
External Funding Contributions	**59,188**	**96,627**	**59,354**	**215,169**
Corporate revenue funding for capital (in year)	0	0	518	518
Capital fund (historic revenue funding for capital)	1,345	481	0	1,826
Capital receipts (b/f from 18/19)	0	1,764	5	1,769
HRA capital receipts (pre 16/17)	685	615	0	1,300
Capital Receipts (received post 19/20)	261	495	0	756
Earmarked Reserves	863	1,882	0	2,745
BCP reserves	**3,154**	**5,237**	**523**	**8,913**
PRU Borrowing - funded from HRA land transfers	1,185	6,693	402	8,280
PRU Borrowing - funded from MTFP revenue budget	21,111	40,218	14,206	75,535
Prudential borrowing	**22,296**	**46,911**	**14,608**	**83,815**
Total funding	**84,638**	**148,774**	**74,485**	**307,897**

Figure 7: Capital investment programme financing (after £4.0 million proposed funding swap)

Proposed funding in capital programme	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Government Grant	55,895	87,384	58,858	202,137
Third Party Receipts	379	1,846	0	2,225
s106	1,654	6,607	496	8,757
CIL	1,666	2,192	5	3,863
External Funding Contributions	**59,593**	**98,030**	**59,359**	**216,982**
Corporate revenue funding for capital (in year)	(0)	0	518	518
Capital fund (historic revenue funding for capital)	48	349	0	397
Capital receipts (b/f from 18/19)	0	49	0	49
HRA capital receipts (pre 16/17)	685	615	0	1,300
Capital Receipts (received post 19/20)	261	23	0	284
Earmarked Reserves (specific capital and feasibility)	831	1,564	0	2,395
BCP reserves	**1,825**	**2,600**	**518**	**4,942**
PRU Borrowing - funded from HRA land transfers	1,185	6,693	402	8,280
PRU Borrowing - funded from MTFP revenue budget	22,035	41,452	14,206	77,693
Prudential borrowing	**23,220**	**48,145**	**14,608**	**85,973**
Total funding	**84,638**	**148,774**	**74,485**	**307,897**

152. It is also proposed that a further £1.1 million of capital fund is released to support the 2021/22 revenue budget. This is made possible because of the addition of £1.3 million housing related capital receipts (pre 2016/17) as new capital funding to replace previous capital fund allocations. This would leave a net underlying unallocated capital fund for future capital projects and feasibility studies of £0.3 million.

Capital Budget Virements

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

Directorate: **Operations**

Purpose: Accept £0.2 million Homes England capital grant

The Council was successful in its bid for additional £0.2 million Homes England grant funding. This funding is allocated to the Heritage Action Zone project – a capital project to improve and regenerate the High Street locality in Poole.

154. The following capital budget virements are in excess of £1 million and therefore require **Council approval**:

(a) Directorate: **Corporate**

Purpose: Approve the release of £2.9 million reserves currently allocated as funding for capital expenditure to support the budget 2021/22 and the release of £2.2 million capital receipts to support the transformation programme (total £5.1 million)

Council approval is sought for the release of a total £5.1 million of reserves and capital receipts currently allocated to the capital programme to support the budget 2021/22 and the transformation programme. This consists of £4.0 million reserves (to be replaced by CIL and prudential borrowing) and £1.1 million of reserves no longer required because of the addition of £1.3 million historic housing related capital receipts as funding for the capital programme. Of this, £2.9 million is the release of revenue funding for capital that can therefore be used to support the revenue budget 2021/22. The remaining £2.2 million is the release of capital receipts received since 2018/19. Under the council's flexible use of capital receipts policy these can be used to support the revenue costs of transformation.

The proposal will result in additional annual borrowing repayment of £0.1 million in 2021/22, increasing to £0.2 million in 2021/22. The MTFP will be adjusted for this new pressure.

The proposal will also reduce the level of unallocated 'cash received' CIL from £4.0 million to £2.2 million as at 31 March 2021. The proposal will also leave a residual capital fund balance of £0.3 million as unallocated funding within the capital programme, from which to fund future capital or feasibility works, where no other funding source is identified.

(b) Directorate: **Operations**

Purpose: Accept Tranche 2 Transforming Cities Fund (TCF) capital grant of £22.4 million

The Council has been awarded £79.3 million TCF grant to deliver a strategic programme of highways improvements to better facilitate sustainable means of travel across the conurbation. The grant is awarded in tranches - this grant is the

third of four annual grants paid over four years from 2019-20 to 2022-23. In line with Department for Transport (DfT) requirements, robust governance arrangements are in place for the delivery of the TCF Programme.

(c) Directorate: **Operations**

Purpose: Accept Salix capital grant of £2.5 million and increase the capital programme accordingly

The Council has successfully bid for Salix funding from the Government's Public Sector Decarbonisation Scheme, which was offered to reduce public sector carbon emissions and cut energy use in local authority buildings. Grant awarded is planned to be used on heating, lighting, and solar PV improvements on various council assets to assist in achieving the climate and ecological emergency commitments.

Housing Revenue Account (HRA) monitoring 2020/21

155. The HRA is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget.

156. Within the HRA the council operates two separate neighbourhood accounts. The Bournemouth account comprises of 5,100 tenanted properties and is directly managed in-house by the council. The Poole account comprises of 4,517 tenanted properties and is managed by Poole Housing Partnership (PHP). PHP operate as an arm's length management organisation (ALMO) in line with a management agreement with the council.

157. The impact of the pandemic was initially expected to reduce HRA revenue collection by an increase in the number of void properties leading to lower levels of rent charges raised. This did not occur. The level of right-to-buy sales during the year is below budget and consequently higher rental income has been achieved.

158. Any changes to the revenue outturn from an otherwise balanced position is reflected in either an adjustment to the revenue contribution to capital or a call on HRA reserves within the ringfence.

159. In the capital programme, planned works in people's homes were delayed in the first lockdown period with further delays in November and in the fourth quarter. Maintenance programmes were delivered at 82% in the Bournemouth neighbourhoods and 77% in Poole. As reported last time there has also been significant delays in some of the major capital projects planned for this year with the overall programme delivering at just over 50% in each neighbourhood. These projects will be rephased into future years.

Bournemouth neighbourhood

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

Revenue account

161. The only material income variance relates to the recharging of salaries to capital works, which is more than budgeted for. The depreciation charge for the year was £1.0 million less than provided, and borrowing costs were also significantly below budget. There was no need to contribute to the bad debt provision for 2020/21,

mainly due to additional provision being made in 2019/20. There were service underspends on supervision and management and repairs and maintenance.

Capital programme

162. The capital programme spent £10.5 million of the £19.7 million budget (53% delivered).

163. Delayed planned maintenance works did not recover during the year. There is reduced expenditure across most categories of spend in this element of the programme. As lockdown releases catch up is anticipated during 2021/22 and £1.4 million will be carried forward into 2021/22.

164. The purchase of individual properties for £1.1 million was not included when the capital budget was set but due to the delay for the programmed works, this was done to use time-restricted right-to-buy (rtb) receipts where these would otherwise have needed to be sent to the government and lost from HRA resources.

165. Significant delay has also been experienced in the development programme from the closedown of some sites during lockdown periods, slipping the programme by a further £7.7 million. These delays will have an impact on the phasing of the programme into future years.

Poole neighbourhood

166. Poole Housing Partnership (PHP) prepare the budget monitoring information for the Poole neighbourhood with the outturn position reported on to the PHP Audit and Risk Committee.

167. Appendix C2 provides the detail of revenue and capital budget monitoring statements for the Poole neighbourhood.

Revenue account

168. The final outturn position is breakeven according to the policy with a £2.4m revenue contribution to capital in 2020/21. The contribution is adjusted to reflect net movements in income and expenditure across the HRA. By delivering good performance across income collection and by holding down costs across all areas this surplus provides a significant contribution to the financing of the HRA's capital programme.

169. At quarter three there were no significant income budget variances projected for the revenue account with the rents raised slightly ahead of budget due to low levels of right-to-buy sales.

170. At outturn there is a favourable income variance of £0.108 million for services and facilities. This is despite administration income from rtb sales in the year being low. An exercise to fully reconcile the HRA's capital receipts account was completed in quarter four and this identified £0.127 million of income from previous years that had not yet been recognised.

171. In expenditure there is a £0.3 million overspend due the waking watch at Sterte Court from delay in the project to replace cladding.

Capital account

172. The February 2020 report to Council agreed a £21.4 million capital programme for the HRA in 2020/21. This budget included carry forwards from 2019/20 of £0.45

million. Additional carry forwards were identified at outturn totalling £0.23 million due to delayed roofing, door replacement and fire risk assessment work. This brings the revised budget for 2020/21 to £21.6 million.

173. The outturn is for delivery of £11.3 million, representing 52% of the programme and a shortfall of £10.3 million. This compares with the projected variance of £7.3 million reported at quarter three. There is slippage in the maintenance programme of £2 million and £8.3 million for major projects.

174. Within major projects the increased slippage in quarter four is largely due to the Old Town tower block works which did not make up as much lost time as previously expected. The first lockdown delayed when the contractors were able to start work on-site, and the pandemic has meant only external works have been undertaken for most of the year. Internal work did not start until March 2021. Works have been re-phased and the underspend in 2020/21 of £3.7m will be carried forward into 2021/22.

175. Other significant project slippage relates to the Herbert Avenue project (£2.3 million) due to the requirement to re-tender and in-fill projects (£1.1 million) with the pipeline developed for delivery in 2021/22.

176. All the £8.3 million major projects budget not used in 2020/21 is to be carried forward into 2021/22 along with £0.250 million of the maintenance programme.

Companies and partner organisations

177. The financial sustainability of the council could also be affected by the performance of partners and subsidiaries in which it has a financial interest. Each of these entities has their own governance framework and their own arrangements for reporting their financial and operating performance.

178. The following paragraphs contain a summary of the outturns for these partner and subsidiary organisations. It should be noted that these are provisional figures and are unapproved by the respective boards of directors and are also subject to audit.

Bournemouth Building & Maintenance Ltd (BBML)

179. The trading activities of BBML consist of programmed works for the council's housing revenue account such as disabled adaptions and building works for other council owned property.

180. Turnover for the financial year was £7.186 million compared with the budget of £7.370 million. The £0.184 million shortfall is due to closures during the pandemic. Provisional profit for the year reflects the reduced activity at £0.059 million compared with a budget of £0.270 million. The Covid-19 related expenditure that BBML has incurred through the furlough scheme is £0.169 million.

181. Due to the materiality level for the council's statement of accounts, BBML will not be consolidated into the group accounts.

Seascape Group Ltd

182. Within Seascape Group Limited there are two subsidiaries, Seascape South Limited and Seascape Homes and Property Limited.

183. The core activities of Seascape South Limited (SSL) are undertaking adaptions and conversions to non-council owned property. These are funded through disabled

facility grants (DFG). Building maintenance and construction services are also offered.

184. Turnover for the financial year for SSL was £0.662 million compared with a budget of £0.824 million. This variance is due to the pandemic which delayed both the DFG and construction works. Provisional profit before tax is £2,000 compared with a budget of £73,000. The reduction is due to reduced activity during the pandemic, prudent defects provisions, and VAT due on specific DFG adaptations.

185. Seascape Homes and Property Limited (SHPL) provides housing solutions through the grant of assured short-hold tenancies to a variety of clients, including the homeless. SHPL leases properties purchased by the council to provide this housing.

186. Turnover for the financial year for SHPL was £0.7 million (budget £0.9 million). There is a provisional loss of £35,000 compared with £3,000 budgeted. This is primarily due the one-off costs of agency and show flat purchases for the "Treetops" development (St Stephen's Road).

187. The results of the subsidiaries are combined to form the results of Seascape Group Limited (SGL). The provisional turnover for SGL was therefore £1.4 million (budget £1.7 million). The provisional loss, after the deduction of £8,000 operating costs for SGL, is £41,000 compared with the budgeted profit before tax of £54,000.

188. Due to the materiality level for the council's statement of accounts, Seascape Group will not be consolidated into the group accounts.

Charities

189. The council has close links to three charities, the Five Parks Charity, Lower Central Gardens Trust and Russell-Cotes Art Gallery & Museum Charitable Trust.

190. Due to the materiality levels for the council only Lower Central Gardens Trust will be included in the council's group accounts. Materiality is assessed with reference to the size of the asset base in the balance sheet.

The Bournemouth Development Company LLP

191. Bournemouth Development Company LLP ("BDC") is a joint venture between the Council and wholly owned subsidiary of Morgan Sindall Investments Ltd.

192. BDC is an active development partner and regeneration catalyst for the delivery of the Bournemouth Town Centre Vision.

193. BDC has a different year end to the council consequently the figures incorporated in the council's group accounts rely on an amalgamation of the pro rata amount from the joint venture's 31 December 2020 year end figures and from the quarter 1 management account information to 31 March 2021. Figures are not available to include in this report due to differing financial reporting yeasr.

Tricuro

194. Tricuro is a group of two companies established under local authority trading company principles to undertake a range of adult social care services on behalf of the now two local authorities in Dorset. Staff transferred from each of the local authorities to the new company with the aim of improving service provision and efficiency.

195. It is structured as a care company (Tricuro Limited) and a company providing support services (Tricuro Support Limited), with management through a joint Board.

Tricuro Support Limited holds the contractual relationships with the two commissioning councils, as well as the property leases and support services agreements.

196. Each authority owns one ordinary share in Tricuro Support Limited, which in turn owns 100% of the equity of Tricuro Limited.

197. The turnover of Tricuro in 2020-21 was £46.4 million, with £17.8 million (38%) attributable to the contract with BCP Council, £23.3 million (50%) from the contract with Dorset Council, £1.6 million (3%) from independent fee and charges and £3.7 million (8%) from specific COVID-19 related funding.

198. Due to the materiality level for BCP Council statement of accounts Tricuro will not be consolidated into BCP Council's group accounts as the operating assets have remained with each council.

Aspire Adoption

199. Aspire Adoption is a partnership between BCP and Dorset Council.

200. Aspire work in partnership with Families for Children, a local voluntary adoption agency.

201. The purpose is to provide services for children and families through enabling and supporting the adoption and special guardianship process.

202. BCP contribution to the partnership is £1.2 million with Dorset Council contributing £0.9 million. Reduced income from external inter-agency income during the year due to the pandemic resulted in a £0.18 million overspend.

Scenario planning

203. This is in the main an outturn report with different scenarios no longer relevant. Provisions have been calculated according to agreed polices and best estimates used to close the accounts when final charges and income due have not yet been received or notified.

204. In the quarter three monitoring report it had been assumed that the impact of the lockdown starting in January 2021 would apply throughout the final quarter. Despite this being the case, at outturn the quarter three income projections have been prudent. New grant income and better use of existing grant streams in the final quarter were unforeseen earlier in the year.

Summary of financial implications

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

Summary of legal implications

206. The recommendations in this report support the management of budget risks in the MTFP and the overall financial viability of the council. The revenue and capital virements and acceptance of new grants are required by the council's financial regulations.

Summary of human resources implications

207. In relation to acceptance of the grant bids for 2021/22, all staff recruited to the drug and alcohol services will be employed on fixed term contracts for one year to match the grant expenditure profile. All workers based within commissioned providers under a contract with the council and will undergo mandatory training, some of which must take place before they commence any work with service users.

Summary of sustainability impact

208. Different ways of working have continued to reduce staff travel and accommodation costs over the final quarter.

Summary of public health implications

209. The council has maintained appropriate services for the vulnerable during the pandemic and used the specific public health grants to support outbreak management and testing capability in supporting the wellbeing of residents.

210. The outturn includes significant costs of PPE to protect staff and residents to ensure compliance with all guidance to be issued by Public Health England over time.

211. The key priority of the new grant funding for 2021/22 for approval in this report is to improve the health outcomes of individuals accessing the new services by assertively engaging individuals into drug and alcohol treatment and ensuring that they have a physical health check. Requirements of the grant are to ensure all individuals targeted are registered with a GP and engage with mental health support if required.

Summary of equality implications

212. Budget holders have managed their in-year budget savings to minimise any adverse equalities issues.

213. In terms of the new grants to reduce drug and alcohol dependency, any individual who has been identified with a substance misuse issue will be offered an assessment and directed into a bespoke treatment package to meet their assessed needs. As part of the assessment, cultural and ethnic needs are identified and allowed for when offering interventions including access to specialist services out of area, such as faith base services. The quarterly returns to Public Health England include the submission of data around ethnicity, disabilities, age, and gender. The DACT undertook an equality impact assessment in March 2021, as part of the procurement process for a new BCP wide treatment system. The findings and recommendations from that assessment will be applied.

Summary of risk assessment

214. The closure of the accounts requires estimates to be made where final information has not been received or outcomes are uncertain. There is always a risk that in these cases the final outcomes will be different from amounts included and this will impact in future years.

Background papers

215. 2020/21 Quarter 3 Budget Monitoring to Cabinet on 10 February 2021

http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4260&Ver=4&LO=1

Appendices

Appendix A1	Outturn variances greater than £100,000 for 2020/21
Appendix A2	Outturn revenue summary position 2020/21
Appendix A3	Significant unbudgeted Covid-19 grants for 2021/22
Appendix A4	Public Health Grants 2021/22 for Test and Trace and Contain Outbreak Management Fund
Appendix B	Schedule of movement in reserves for 2020/21
Appendix B2	Capital projects with current reserve funding proposed to be replaced with CIL or borrowing.
Appendix C1	Summary of Bournemouth neighbourhood HRA for 2020/21
Appendix C2	Summary of the Poole neighbourhood HRA for 2020/21

Appendix A1: Budget Variances Greater than £100,000

Adult Social Care & Public Health

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
All client groups	Market pressures	5,196	4,047	(1,149)
All client groups	Client related expenditure - all client groups	309	117	(192)
All client groups	Service user contributions	360	360	0
Employees	Other worker related expenditure	275	178	(97)
All client groups	Delayed transformation and other savings	940	940	0
All client groups	Care cost from hospital discharge schemes funded by Health	19,165	19,759	594
All client groups	Funding from Health for hospital discharge schemes	(19,165)	(19,759)	(594)
All client groups	Covid proportion of unused direct payments and respite care*	(1,000)	(1,900)	(900)
All client groups	Day services closure*	(400)	(730)	(330)
All client groups	Tricuro day centres closure *	(180)	(900)	(720)
Savings in June Mitigation Strategy				
Fundamental Base Budget Review	Budget rebase including LGR disaggregated amounts, care costs and reduced activity due to Covid-19 such as mileage and training.	(1,300)	(1,300)	0
Employee Costs - Care	Savings relating to vacant posts.	(1,000)	(1,000)	0
Long Term Conditions	Reduction in placement numbers as measures are put in place to provide alternative provision in a client's own home.	(500)	(500)	0
Long Term Conditions	Implementation of a strengths based approach to assessment and enhanced review programme of support being provided to residents receiving home care, ensuring that care packages meet eligible needs under the Care Act 2014.	(300)	(300)	0
Long Term Conditions	Implementation of a strengths based approach to assessment and enhanced programme of review of support being provided to residents who use direct payments, ensuring that care packages meet eligible needs under the Care Act 2014.	(200)	(200)	0

Tricuro Savings	Efficiency savings in relation to care services provided by Tricuro.	(200)	(200)	0
Employee Costs - Commissioning & Improvement	Savings relating to service restructure.	(110)	(110)	0
Day Opportunity Initiatives	Consistent application of eligibility criteria across the BCP Council area.	(100)	(100)	0
Other Pressures and Savings				
Employees	Saving from vacancies	0	(650)	(650)
Care Packages	Demand for care from all client groups*	2,232	671	(1,561)
Client Contributions	Additional contributions including deferred payments from all client groups	(2,305)	(2,661)	(356)
Miscellaneous	Other pressures and savings	(264)	(115)	149
Total Adult Social Care & Public Health		**1,453**	**(4,353)**	**(5,806)**

* Q3 restated - adjustment between care packages within other pressures and covid budget variances

Children's Services

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
Social Care	Additional numbers and complexity of places, including high transport costs	4,161	4,496	335
Employees	Staffing restructures	229	229	0
Social Care	Early help contact / S17/ and loss of income	710	636	(74)
Savings in June Mitigation Strategy				
Employee Costs	Savings relating to service restructure.	(237)	(237)	0
Supplies & Services - Miscellaneous	Budgets temporarily underspent due to Covid-19 and budgets that can be permanently reduced.	(200)	(200)	0
Commissioning Framework	Review of commissioning framework and service level agreements.	(165)	(165)	0
Partnership Reserve	One-off return of partnership reserve not progressed with a review of early help offer in progress.	(100)	0	100
Other Items Below £100k.	Various budget reductions.	(55)	(55)	0
Other Pressures and Savings				
Employee Costs	Post Ofsted action plan	310	310	0
Employee Costs	Pressures continuing from last year in the front door and business support and new pressure in SEN team, operation Thunderstorm, systems and localities.	2,173	2,457	284
SEN Transport	The annual home to school transport budget is traditionally volatile and challenging. It is demand led and the degree of difficulty magnified by the pandemic. Some of the underspend is directly attributable to school closures, where contactors were paid less and their staff furloughed.	230	(73)	(303)
Mainstream Transport		0	(344)	(344)
SEN Legal Costs	Cost of tribunals	150	172	22
Miscellaneous	Other smaller pressures and savings / vacancy drag	(413)	(330)	83
Public Health	Contribution of pan Dorset public health service underspend to council spend on public health activities	(500)	(500)	0
Total Children's Services		**6,293**	**6,396**	**103**

Environment & Community

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
Waste Services	Income-generating services - loss of trade waste income, weighbridge and skip hire - better than forecast in quarter 4.	1,385	859	(526)
Highways Maintenance	Small pressures at outturn	15	0	(15)
Bereavement Services	Establishment of excess death facility, additional service activity, implementation of social distance measures, mortuary.	862	833	(29)
Catering & Concessions	Income loss due to closures	262	256	(6)
Temporary Accommodation	Accommodation and food costs - some costs transferred to COMF, remaining mitigated by income	2,826	2,522	(304)
Temporary Accommodation	Security costs - some costs transferred to COMF, remaining mitigated by income	1,056	496	(560)
Temporary Accommodation	Housing subsidy shortfall - quarter 4 increase mitigated by housing benefit	611	850	239
Temporary Accommodation	Temporary Accommodation - night support worker	387	356	(31)
Temporary Accommodation	Resettlement officer, cleaning, enhanced rent deposits	185	648	463
Temporary Accommodation	Housing Benefit	(848)	(1,206)	(358)
Temporary Accommodation	MHCLG specific grants for homelessness plus reprioritisation of other grants	(3,084)	(3,473)	(389)
Housing	Telecare	85	74	(11)
Housing - Facilities Management	Reduced income for works, pressure shared with HRA in quarter 4 and third lockdown has less impact than expected	942	475	(467)
Communities	Licensing/Markets loss of income	373	339	(34)
Communities	Application of COMF and CEV grant to eligible expenditure	0	(400)	(400)
Parks and Open Spaces	Kings Park Nursery, Catering, Golf, Hengistbury Head Visitor Centre & Land Train	661	414	(247)
Savings in June Mitigation Strategy				
Communities:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(150)	(150)	0

Employee Costs - Regulatory	Savings relating to service restructure.	(121)	(121)	0
Employee Costs - Communities	Savings relating to vacant posts.	(69)	(69)	0
Other Items Below £100k.	Various budget reductions.	(142)	(142)	0
Environment:				
2020/21 priorities *(some restoration through later 100 day plan)*	Removal or reduction of priorities relating to climate change, street cleansing, unauthorised encampments and highways maintenance.	(582)	(582)	0
Employee Costs	Savings relating to vacant posts.	(384)	(384)	0
Poole Crematorium	Continue with current service provision.	(103)	(103)	0
Waste & Cleansing Collection Rounds	Efficiencies relating to collection round re-balancing	(77)	(77)	0
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(69)	(69)	0
Other Items Below £100k.	Various budget reductions plus increased income relating to cess pit emptying and replacement bins.	(145)	(145)	0
Housing:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(406)	(406)	0
Solar Panel Income	Solar panel income for HRA stock, increased garage rents, and greater than expected in quarter 4.	(300)	(474)	(174)
Bad Debt Provision	Temporary suspension of contribution to rent deposit bad debt provision.	(150)	(150)	0
Employee Costs - Housing	Savings relating to vacant posts.	(138)	(138)	0
Employee Costs	Temporary changes to establishment budget and reduced vacancy back fill.	(109)	(109)	0
Other Items	Various budget reductions below £100k.	(52)	(52)	0
Other Pressures and Savings				
Recharge Income	Rebase income budget in line 2019/20 outturn	246	246	0
Waste Services	Largely due to non application of RDF taxes	(546)	(546)	0
Housing	Housing Related Support Contract Saving	(100)	(180)	(80)
Housing	Telecare income prudent income projection throughout year	0	(555)	(555)
Bereavement Services	Coroners' inquest provision for rare but high cost cases	0	140	140
Highways Maintenance	Improved income in relation to dropped kerbs and capital works	0	(300)	(300)
	Other Items Below £100k.	122	96	(26)
Total Environment & Community		**2,443**	**(1,227)**	**(3,670)**

Regeneration & Economy

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
Car Parking	Parking charges, PCN income	11,916	9,928	(1,988)
Seafront and Tourism	Short term beach hut lets, concession income	3,913	3,127	(786)
Culture and Heritage	Highcliffe Castle, Arts & Museums, Libraries, Archives, Russell Cotes	1,012	1,326	314
Leisure Centres	BH Live, SLM, Two Riversmeet	3,472	3,080	(392)
Growth and Infrastructure	Recharges to capital schemes	1,344	6	(1,338)
Upton Country Park	All park activities	103	46	(57)
Transportation	Free use of Beryl bikes by NHS staff and key workers	30	30	0
Resort Management	Costs to ensure a safe and compliant resort after lockdown easing	1,253	800	(453)
Planning	Covid-19 impact on fees	534	512	(22)
Building control	Covid-19 impact on fees	529	571	42
Savings in June Mitigation Strategy				
Destination & Culture:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(1,320)	(1,105)	215
Air Festival	Net savings from cancellation of the air festival.	(232)	(271)	(39)
2020/21 Budget Priorities	Removal of budget priority relating to Culture.	(150)	(150)	0
Employee Costs	Savings relating to vacant posts.	(113)	(113)	0
Other Items Below £100k.	Various budget reductions.	(61)	65	126
Development:				
2020/21 Budget Priorities	Removal of budget priority relating to Regeneration.	(326)	(326)	0
Employee Costs	Savings relating to vacant posts.	(184)	(184)	0

Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(106)	(106)	0
Growth & Infrastructure:				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19.	(688)	(688)	0
Employee Costs	Savings relating to vacant posts.	(510)	(510)	0
Other Items Below £100k.	Various budget reductions.	(40)	(40)	0
Planning	Salaries and non pay savings	(149)	173	322
Building control	Salaries and non pay savings	(88)	(77)	11
Other Pressures and savings				
Car parking	Richmond Gardens car park sink hole repair	71	71	0
Highways Network Management	Traffic lights and signalling contract pressures	92	99	7
Car parking	Business rates	114	114	0
Passenger Transport	Adult Social Care Fleet	250	0	(250)
Street Lighting	PFI contract pressure	197	197	0
Smart Cities	Improved recovery of rechargeable costs	(100)	(169)	(69)
Smart Cities	Specialist staff reserve	0	169	169
Transport Development	Reduced activity and associated consultant costs	(215)	(157)	58
Flood and Coastal	Reduced activity and associated salary costs	(200)	(431)	(231)
Sustainable Transport	Loss of departure income from Travel Intercharge	72	72	0
Sustainable Transport	£93k unspent policy budget; £58k other	0	(151)	(151)
Engineering	Additional staff and agency costs less savings from reduced activity within bridges, structures, street lighting and transport planning services	0	(242)	(242)
Highways Network Management	Signal maintenance contract savings	0	(180)	(180)
Highways Network Management	Increased streetworks notices and inspections income, improved ability to recharge staff to the street permit set up	0	(242)	(242)
Leisure Centres	Leisure contract reserve	0	900	900
Engineering	Bridges and Structures Backlog Maintenance Reserve	0	164	164
Miscellaneous	Other pressures and savings	0	84	84
Total Regeneration & Economy		**20,420**	**16,392**	**(4,028)**

Resources

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
Land Charges	Loss of income due to reduced activity	150	33	(117)
Registrars	Reduced weddings, increased death certificates	700	574	(126)
Housing Benefits	Housing Benefit Subsidy	50	45	(5)
ICT Services	Budget WAN saving undeliverable as unable to be on site	243	215	(28)
PPE Purchases	Central Purchases not within services	600	343	(257)
Tax Collection	Reduction in court summons income from Council Tax and NNDR	1,116	1,116	0
Customer Services	Overtime and equipment	60	57	(3)
Law & Governance	Legal Fees	63	63	0
Other Pressures	Miscellaneous other (< £100k overall)	184	157	(27)
Savings in June Mitigation Strategy				
Supplies & Services - Miscellaneous	Review of budgets that will be temporarily underspent due to Covid-19 and budgets that can be permanently reduced.	(514)	(514)	0
Employee Costs	Savings relating to vacant posts.	(250)	(250)	0
Insurance	Temporary reduction in contribution to insurance provision.	(200)	(200)	0
Election Reserve	Temporary removal of election reserve contribution.	(170)	(170)	0
Housing Benefits	Unused budget for the harmonisation of local council tax support scheme.	(146)	(146)	0
Other Pressures and savings				
Resources	Salary cost pressures in place of budgeted draw down of reserves	61	189	128
Resources	Major Projects Team - Accommodation Strategy funded by revenue	0	236	236
Resources	Other cost pressures (including additional spend on telephones and mobile phone data)	574	423	(151)
Resources	Changes to members allowances as agreed 24 November 2020 Council	76	76	0

Resources	Centralisation of stationery project to manage spend	(100)	(122)	(22)
Resources	Revenues and Benefits / Stour Valley and Poole Partnership	0	(245)	(245)
Resources	IT and IS underspends in Desktop Replacement and Microsoft Licences	0	(373)	(373)
Resources	Insurance higher than anticipated recharges to outside parties	0	(152)	(152)
Resources	Russell Cotes backdated insurance recharges	0	(100)	(100)
Resources	Law and Governance external legal fees and school appeals income	0	(226)	(226)
Total Resources		**2,497**	**1,029**	**(1,468)**

Corporate Items

Budget	Explanation	December Variance 2020/21 £000s	March Variance 2020/21 £000s	Change £000s
Covid Pressures				
Investment Property	Rent reductions / company administrations	2,328	2,146	(182)
Savings in June Mitigation Strategy				
Furloughed Staff	Estimated claim	(807)	(980)	(173)
Pension Costs	Saving in pension contribution to reflect actual costs.	(30)	(303)	(273)
Other Pressures and savings				
Flexible use of capital receipts	Use of capital receipts to offset cost of Transformation in revenue	0	(310)	(310)
Transformation	Contribution towards transformaton reserve	13,282	13,282	0
Revenue capital contribution	Saving previoulsy planned now contributed to reserves	(2,480)	0	2,480
Contribution to transformation	Planned revenue contribution to transformation - no longer required	100	0	(100)
Estates Management	Revenue impact of estates project (November Cabinet)	251	250	(1)
Transformation - Smarter Structures	External support to increase the pace of change	350	350	0
100 Day Plan	Additional in-year expenditure across various areas as outlined in quarter 3 report, unspent budget carried forward in earmarked reserves	365	365	0
Interest Payable	Reduction in interest rates on temporary borrowing cost	(182)	(28)	154
Investment Income	Reduction in interest rates means lower investment returns	23	(42)	(65)
Pension Costs	Pension capitalisation costs previously assumed to be funded from reserves	0	640	640
Investment Property	Revenue expenditure on surplus assets	0	(79)	(79)
One off small items	Various expenditure / income items	(65)	306	371
Other Grant Income	Administration charged against grants received in year	0	(263)	(263)
Total Corporate Items		**13,135**	**15,334**	**2,199**



BCP Council - General Fund Summary 31 March 2021

Directorate	Revenue	Working Budget	Covid 19 Pressures	Covid 19 Mitigation	Other Actuals	Variance before reserves	Reserves Movement	Variance after reserves
Adult Social Care	Expenditure Total	212,160	21,516	(3,710)	209,606	15,252	9,023	24,275
	Income Total	(100,768)	(19,439)	0	(109,957)	(28,628)		(28,628)
Adult Social Care Total		**111,393**	**2,077**	**(3,710)**	**99,649**	**(13,376)**	**9,023**	**(4,353)**
Children's Services	Expenditure Total	77,076	4,838	(657)	80,781	7,886	(1,073)	6,813
	Income Total	(14,594)	541	0	(15,553)	(418)		(418)
Children's Services Total		**62,482**	**5,379**	**(657)**	**65,228**	**7,468**	**(1,073)**	**6,395**
Environment & Community	Expenditure Total	100,564	6,075	(2,561)	98,692	1,642	2,082	3,724
	Income Total	(49,360)	(3,032)	(610)	(50,669)	(4,950)		(4,950)
Environment & Community Total		**51,203**	**3,043**	**(3,171)**	**48,023**	**(3,309)**	**2,082**	**(1,227)**
Regeneration & Economy	Expenditure Total	69,329	4,166	(4,495)	67,451	(2,207)	2,138	(69)
	Income Total	(62,966)	19,940	528	(66,972)	16,462		16,462
Regeneration & Economy Total		**6,363**	**24,106**	**(3,967)**	**479**	**14,254**	**2,138**	**16,392**
Resources	Expenditure Total	147,027	835	(1,280)	152,371	4,899	1,122	6,021
	Income Total	(113,615)	1,768	0	(120,375)	(4,992)		(4,992)
Resources Total		**33,412**	**2,603**	**(1,280)**	**31,996**	**(93)**	**1,122**	**1,029**
Transformation	Expenditure Total	0	0	0	2,262	2,262		2,262
	Income Total	0	0	0	0	0	(1,179)	(1,179)
Transformation Total		**0**	**0**	**0**	**2,262**	**2,262**	**(1,179)**	**1,083**
100 Day Plan	Expenditure Total	**0**	**0**	**0**	151	151	214	365
Total Net Cost of Service		**264,854**	**37,208**	**(12,785)**	**247,637**	**7,207**	**12,327**	**19,685**
Corporate Items								
Flexible use of Capital Receipts		0			(310)	(310)		(310)
Estates Management		0			89	89	161	250
Furlough Savings		0		(980)		(980)		(980)
Smarter Structures		0			350	350		350
Covid and Transformation Mitigation Reserve Contribution		0				0	13,282	13,282
Provision for repayment (MRP)		11,049			8,589	(2,460)	2,460	0
Pensions		5,213			4,910	(303)		(303)
Pension Capitalise Costs		0			640	640		640
Revenue contribution to capital - general		2,839			360	(2,479)	2,479	0
Interest on borrowings		1,799			1,771	(28)		(28)
High Needs Reserve Contribution		1,230			0	(1,230)		(1,230)
Revenue contribution to transformation		0			0	0	1,230	1,230
Contingency		1,151			(35)	(1,186)	1,157	(29)
Parish, Town, Neighbourhood Councils & Charter Trustees		969			969	0		0
Movement to and (from) reserves		620			0	(620)	688	68
One off small items		61			252	191		191
Covid Grants - Hardship / Local Restrictions		0		(4,619)		(4,619)	4,637	18
Levies (Environment Agency / Fisheries)		597			609	12		12
Apprentice Levy		565			622	57		57
Revenue expenditure on surplus assets		172			93	(79)		(79)
Corporate Items	**Expenditure Total**	**26,265**	**0**	**(5,599)**	**18,909**	**(12,955)**	**26,094**	**13,139**
Corporate Items								
Investment property income		(6,201)			(4,056)	2,146		2,146
Income from HRA		(949)			(949)	0		0
Other Grant Income		(504)			(1,118)	(614)	351	(263)
Interest on cash investments		(185)			(227)	(42)		(42)
Dividend Income		(100)			(111)	(11)		(11)
HRA Cont to transformation		0			(2,000)	(2,000)	2,000	0
Review of Inherited Resources		0			(4,748)	(4,748)	4,748	0
Cap Programme Refinance for 21/22		0			(2,750)	(2,750)	2,750	0
Corporate Items	**Income Total**	**(7,939)**	**0**	**0**	**(15,957)**	**(8,018)**	**9,849**	**1,831**
Net Budget Requirement		**283,179**	**37,208**	**(18,384)**	**250,588**	**(13,767)**	**48,270**	**34,654**
Funding								
Covid19 Grant - Tranche 1		0				0	(11,102)	(11,102)
Covid19 Grant - Tranche 2		0		(10,905)		(10,905)		(10,905)
Covid19 Grant - Tranche 3		0		(3,153)		(3,153)		(3,153)
Covid19 Grant - Tranche 4		0		(3,882)		(3,882)		(3,882)
Covid 19 Grant - Sales, Fees and Charges Compensation		0		(14,025)		(14,025)	1,402	(12,623)
Covid 19 Council Tax Income Guarantee		0		(1,089)		(1,089)	1,290	201
Covid 19 NNDR Income Guarantee		0		(126)		(126)	1,773	1,647
Council Tax Income		(217,075)			(217,075)	(0)		(0)
Business Rates Income		(58,102)			(98,434)	(40,332)	40,409	77
Revenue support grant		(3,005)			(3,005)	(0)		(0)
New Homes Bonus Grant		(2,648)			(2,648)	0		0
Collection Fund Surplus Distribution		(1,380)			(1,381)	(1)		(1)
Parish/Town/Neigh Coun & Charter Trustees		(969)			(969)	0		0
Total Funding		**(283,179)**	**0**	**(33,180)**	**(323,513)**	**(73,514)**	**33,772**	**(39,742)**
Net Position		**0**	**37,208**	**(51,564)**	**(72,924)**	**(87,281)**	**82,042**	**(5,087)**

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Appendix A3

Specific Covid -19 - Grants in Services	Amount Awarded 2020/21 £	Issuing Department
Grants Within Services - unspent grant carried forward into 2021/22		
Adult Social Care		
Infection Control Grants - (DHSC criteria)	-11,457,714	DHSC
Adult Social Care Rapid Test Fund	-1,496,247	DHSC
Adult Social Care Workforce Capacity Fund	-874,947	DHSC
Extra help for rough sleepers with drug and alcohol dependency	-494,218	MHCLG
Public Health		
Contain Outbreak Management Fund	-9,120,852	DHSC
Public Health Test & Trace	-1,808,624	DHSC
Community testing	-349,375	DHSC
Children's Services		
COVID Winter Grant Scheme	-1,079,796	DWP
Environment & Community		
Next Steps Accommodation Programme	-1,884,766	MHCLG (bid)
Next Steps Accommodation Programme - long term revenue	-50,735	MGCLG (bid)
Defra Emergency Assistance grant	-395,910	MHCLG
Rough Sleepers Initiative - re purposed for Covid spend	-497,357	MHCLG
Clinically Extremely Vulnerable Support	-1,188,751	MHCLG
Enforcement Funding	-187,855	MHCLG
Covid 19 rough sleeping contingency fund	-54,000	MHCLG
Defra Emergency welfare grant - communities spend	-20,000	MHCLG
Regeneration & Economy		
Additional School Transport Grant (DfT) (Tranches 1 & 2)	-531,032	DfE
Additional School Transport Grant (DfT) (Tranche 3)	-338,989	DfE
Bus Services Support Grant	-98,603	DfT
Support to bus operators	-95,000	DfT
Tendered Bus Service Provision	-70,000	DfT
Bus Service Support Grant Restart Scheme	-33,706	DfT
Welcome Back Fund	-416,323	MHCLG
National Leisure Recovery Fund (NLRF)	-410,000	Sport England
Reopening High Streets Safely Fund	-351,322	MHCLG
Corporate		
New burdens - business grants	-637,845	DWP
New burdens - self isolation grants	-369,899	DWP
Additional burden - housing benefits administration	-81,343	DWP
SPECIFIC GRANTS WITHIN SERVICES	**-34,395,209**	

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Test and Trace Grant, and Contain Outbreak Management Fund for BCP Council

Summary of funding for financial year 2020/21

During the pandemic Government provided funding to Councils under the Contain strategy to support the development and delivery of local outbreak management plans. Plans set out how local government would respond to COVID-19 in their communities, setting out the end to end outbreak management and response. Funding was provided under two Grants – the Test and Trace Grant (TTG) and Contain Outbreak Management Fund (COMF).

The table below shows the total amount received for each grant, the total of schemes approved, and the amount spent up to 31 March 2021.

T&T and COMF allocation summary BCP 20/21 Year-end	
	£
Test and Trace	(1,808,624.00)
Contained Outbreak Management Fund	(9,120,850.93)
Total Grants received	**(10,929,474.93)**
Test and Trace	840,532.00
Contained Outbreak Management Fund	7,303,537.48
Total approved schemes	**8,144,069.48**
Spend as at 31st March	2,896,260.33
Approved remaining to spend	**5,247,809.15**
Total grants remaining for approval	**(2,785,405.45)**

Grant conditions

MHCLG wrote to Councils setting out the grant conditions for use of funds during the financial year 2020-21. These are set out below.

Test & Trace Grant

The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred in relation to the mitigation against and management of local outbreaks of COVID-19.

COMF Grant

This was paid on a per capita amount depending on the severity of local outbreaks, and the time spent under local restrictions during the tier system. Financial support for Local Authorities at Local COVID Alert Level Medium and High is to fund the following activities:

a. Targeted testing for hard-to-reach groups out of scope of other testing programmes. Additional contact tracing.
b. Enhanced communication and marketing e.g. towards hard-to-reach groups and other localised messaging.
c. Delivery of essentials for those in self-isolation.
d. Targeted interventions for specific sections of the local community and workplaces.

e. Harnessing capacity within local sectors (voluntary, academic, commercial).
f. Extension/introduction of specialist support (behavioural science, bespoke comms).
g. Additional resource for compliance with, and enforcement of, restrictions and guidance.

Financial support for Local Authorities at Local COVID Alert Level Very High has a broader scope, to support local economies and public health. Activities expected such as (this list is not exhaustive):

h. Measures to support the continued functioning of commercial areas and their compliance with public health guidance.
i. Funding Military Aid to the Civil Authorities (marginal costs only) .
j. Targeted support for school/university outbreaks.
k. Community-based support for those disproportionately impacted such as the BAME population.
l. Support for engagement and analysis of regional areas to assess and learn from local initiatives.
m. Providing initial support, as needed, to vulnerable people classed as clinically extremely vulnerable who are following tier 3 guidance.
n. Support for rough sleepers.

The Department of Health has confirmed in correspondence that Local Authorities are best placed to determine how to use their COMF allocation to meet the needs in their communities, within the guidelines set out above, including how the funding can support a smooth de-escalation in their local area through the roadmap stages. This will ensure that we can continue to progress at the same pace nationally through the steps of exiting lockdown, protecting citizens, our health care systems, and the economy.

The specific public health activities that can be funded from the COMF are left to the judgement of LAs in conjunction with their directors of public health.

We have updated the local outbreak management plan for Dorset, and COMF funding is designed to support delivery of the objectives set out in these plans.

A further payment for 2021/22 financial year was received in April. Updated guidance and grant conditions were recently published. The grant payment is dependent on councils submitting regular returns for monitoring purposes during the previous year. In addition, the criteria have been amended slightly to make clear that the purpose of the funding is to support local areas to ensure cases remain low as we progress through the spring roadmap.

We have an established a robust process to approve and monitor the schemes, to ensure they meet the criteria and are spent accordingly. This is co-ordinated by the public health team on behalf of the Health Protection Board and overseen by the director of public health. BCP's internal audit team have reviewed the process and records and have given a green 'reasonable assurance' rating.

We submit a monthly monitoring report to DHSC in line with national requirements.

The table below schemes approved from the Test and Trace grant

Test and Trace Grant allocation summary 2020/21

		£	
	Total Grant received	**(1,808,624.00)**	
Ref	**Activity**	**£**	**Approval by CIMT**
TTG1	Together we can legacy manager post 50% funding	52,992.00	20/07/2020
TTG2	Testing resources 1/10/20-30/9/21	72,494.00	26/10/2020
TTG3	Programme manager	26,465.00	26/10/2020
TTG4	Regulatory services	179,000.00	30/10/2020
TTG6	Housing manager	60,000.00	05/10/2020
TTG7	Trusted voices engagement leads	10,000.00	26/10/2020
TTG8	Local COVID-19 health protection rota costs	11,500.00	09/11/2020
TTG10	Comms support in BCP	24,000.00	26/10/2020
TTG13	5% overheads BCP	90,431.00	26/10/2020
TTG14	Young people's campaign	15,000.00	09/11/2020
TTG15	On call comms covering weekends for 6 months DC	6,000.00	09/11/2020
TTG16	Comms backfill in Public Health	20,000.00	09/11/2020
TTG17	Bespoke resources for trusted voices /other activities	10,000.00	14/12/2020
TTG18	Project management for lateral flow testing	9,650.00	14/12/2020
TTG19	Various costs for testing cell	1,000.00	14/12/2020
TTG20	Pre-Christmas communications	2,000.00	14/12/2020
TTG21	Public health resources	215,000.00	11/01/2021
TTG22	Drugs & alcohol support	15,000.00	11/01/2021
TTG24	Public Health Day response team	20,000.00	15/02/2021
	Total approved schemes	**840,532.00**	
	Spend as at 31st March	503,205.79	**31/03/2021**
	Approved remaining to spend	**337,326.21**	
	Total grant remaining to approve	**(968,092.00)**	

The table below shows the schemes approved from the Contain Outbreak Management fund

Contain Outbreak Management Fund allocation summary 2020/21				
	Total Grant received	£ **(9,120,850.93)**		
Ref	**Activity**	**£**	**Decision**	**Date**
COMF02	Local contract tracing partnership	153,077.00	CIMT	12/12/2020
COMF04	Postcard to households	70,000.00	CIMT	08/01/2021
COMF05	Port of Poole haulier testing £1k per day January	17,300.00	CIMT	04/01/2021
COMF06	Lateral flow testing for key council staff	370,000.00	CIMT	13/01/2021
COMF07	Behavioural insights work SW plan	17,206.50	CIMT	25/01/2021
COMF08	Rule breaking communications	25,000.00	CIMT	25/01/2021
COMF13	Connected communities co-ordinators posts x 3	105,000.00	CIMT	08/02/2021
COMF14	Promenade social distancing - sand clearance	70,000.00	CIMT	01/02/2021
COMF16	Citizens Advice mobile outreach vehicle	55,000.00	CIMT	08/02/2021
COMF18	Support with transportation to vaccinations for priority residents	13,000.00	CIMT	08/02/2021
COMF22	Best start in life phase 1	125,000.00	CIMT	15/02/2021
COMF24	Business support officers x 3	55,000.00	CIMT	01/03/2021
COMF25	Covid marshals	262,000.00	CIMT	01/03/2021
COMF26	Communications capacity	25,000.00	CIMT	08/03/2021
COMF29	Housing isolation case	1,000.00	Officer	16/03/2021
COMF30	Regulatory services enforcement programme	62,535.00	CIMT	29/03/2021
COMF31	PPE for highways, parks and bereavement	43,000.00	CIMT	29/03/2021
COMF32	Emergency welfare grants (communities)	20,000.00	CIMT	29/03/2021
COMF33	Security for temporary housing for homeless	578,000.00	CIMT	29/03/2021
COMF34	Security patrols waste services	50,000.00	CIMT	29/03/2021
COMF35	Security patrols in community	5,000.00	CIMT	29/03/2021
COMF36	Corporate communications and marketing	9,234.00	CIMT	29/03/2021
COMF37	Customers services	30,467.00	CIMT	29/03/2021
COMF38	PPE	330,000.00	CIMT	29/03/2021
COMF39	Homelessness support for accommodation, security & support worker costs	350,000.00	CIMT	29/03/2021
COMF40	Car park management	137,000.00	CIMT	29/03/2021
COMF41	Car park management - Purchase of no waiting cones	10,000.00	CIMT	29/03/2021
COMF42	Traffic Control room	15,000.00	CIMT	29/03/2021
COMF43	Sandbanks ferry measures	31,000.00	CIMT	29/03/2021
COMF44	Security & enforcement patrols	286,000.00	CIMT	29/03/2021
COMF45	Seafront additional seasonal staffing	107,000.00	CIMT	29/03/2021
COMF46	Signage	60,000.00	CIMT	29/03/2021
COMF47	Seafront additional first aid cover	25,000.00	CIMT	29/03/2021
COMF48	Equipment	30,000.00	CIMT	29/03/2021
COMF49	Communications management	50,000.00	CIMT	29/03/2021
COMF50	Replacement of seafront litter bins	38,000.00	Officer	12/03/2021
COMF51	Leave only footprints and recycling artwork for each bin	3,495.00	Officer	12/03/2021
COMF52	Third party public cleaning company for open spaces	60,000.00	Officer	12/03/2021

Ref	Activity	£	Decision	Date
COMF53	2 night supervisors at Nuffield site to facilitate tipping	27,000.00	Officer	12/03/2021
COMF54	Increase household waste recycling centre and wate transfer station staffing levels	32,186.00	Officer	12/03/2021
COMF55	Employ traffic CSAS staff to work at recycling centres	58,716.00	Officer	12/03/2021
COMF56	Additional communications messaging required for live updates	25,000.00	Officer	12/03/2021
COMF57	Traffic management officers to cover 8 key sites	315,000.00	Officer	12/03/2021
COMF58	Park and ride for 350 vehicles	112,000.00	Officer	12/03/2021
COMF59	Additional CEO supervisory to support team	50,000.00	Officer	12/03/2021
COMF60	Beach app rapid development to include parking locations	30,000.00	Officer	12/03/2021
COMF61	Security patrols at the beaches on estimated 60 busy days in the summer	80,284.00	Officer	12/03/2021
COMF62	3 Full time data analysers	90,000.00	Officer	12/03/2021
COMF63	Command Structure Lead officer fill /overtime	110,000.00	Officer	12/03/2021
COMF64	Public Toilets - increase in toilet provision	20,000.00	Officer	12/03/2021
COMF65	Private site increase in opening hours (toilets)	15,000.00	Officer	12/03/2021
COMF66	Additional cleansing (toilets)	60,000.00	Officer	12/03/2021
COMF67	Covid compliance and out of hours noise officers x 2	80,000.00	Officer	12/03/2021
COMF68	Additional Covid marshals at train stations and ferry	65,520.00	Officer	12/03/2021
COMF69	Drones for use on key busy days including staff training allowance	77,000.00	Officer	12/03/2021
COMF70	Contingency on core costs in case of significant increase in demand	170,320.00	Officer	12/03/2021
COMF71	Health protection / day response team	404,000.00	Officer	29/03/2021
COMF72	Data science capability	170,000.00	Officer	29/03/2021
COMF74	Enhanced contact tracing	137,242.00	Officer	29/03/2021
COMF75	Communications, trusted voices, behavioural	173,000.00	Officer	29/03/2021
COMF91	Insights	9,000.00	Officer	09/04/2021
COMF92	Customer contact telephony	422,000.00	Officer	19/04/2021
COMF93	Homelessness accommodation	599,000.00	Officer	19/04/2021
COMF94	Resettlement officers	22,000.00	Officer	19/04/2021
COMF95	Cleaning of accommodation	25,000.00	Officer	19/04/2021
COMF96	Children Services	26,000.00	Officer	19/04/2021
COMF97	Administration costs 5%	113,954.98	Officer	19/04/2021
COMF98	Rough sleeper locker project	40,000.00	Officer	23/04/2021
COMF99	Mental health worker	50,000.00	Officer	23/04/2021
	Total approved schemes	**7,303,537.48**		
	Spend as at 31st March	2,393,054.54		**31/03/2021**
	Approved remaining to spend	**4,910,482.94**		
	Total grant remaining to approve	**(1,817,313.45)**		

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Appendix B - BCP Council - Earmarked Reserves

Detail	31/03/20 Actual Balances £000's	Covid Resilience £000's	Transformation £000's	Net movement £000's	31/03/21 Actual Balances £000's	Estimated movement £000's	31/03/22 Estimated Balances £000's
(A) - Financial Resilience Reserves	**(13,130)**	1,688	10,330	(52,002)	**(53,114)**	29,854	**(23,260)**
(B) - Transition and Transformation Reserves	**(3,454)**	(6,529)	720	(7,071)	**(16,334)**	11,165	**(5,169)**
(C) - Asset Investment Strategy Rent, Renewals and Repairs	**(2,491)**	0	0	276	**(2,215)**	0	**(2,215)**
(D) - Insurance Reserve	**(3,500)**	0	0	0	**(3,500)**	0	**(3,500)**
(E) - Held in Partnership for External Organisations	**(3,071)**	0	0	(614)	**(3,685)**	1,946	**(1,739)**
(F) - Required by Statute or Legislation	**(3,013)**	2,591	0	(125)	**(547)**	0	**(547)**
(G) - Planning Related	**(1,396)**	461	0	(129)	**(1,064)**	0	**(1,064)**
(H) - Government Grants	**(7,088)**	0	0	(1,531)	**(8,619)**	2,485	**(6,134)**
(I) - Maintenance	**(1,601)**	224	0	(75)	**(1,452)**	583	**(869)**
(J) - ICT Development & Improvement	**(1,203)**	380	0	(186)	**(1,009)**	200	**(809)**
(K) - Corporate Priorities & Improvements	**(2,717)**	1,185	0	(564)	**(2,096)**	135	**(1,961)**
Sub Total Earmarked Reserve Balance	**(42,664)**	**0**	**11,050**	**(62,021)**	**(93,635)**	**46,368**	**(47,267)**
(Hi) - Government Grants (Covid)	**(11,102)**	0	0	(7,346)	**(18,448)**	16,406	**(2,042)**
(Hii) - NNDR Covid Grants	**0**	0	0	(40,409)	**(40,409)**	39,512	**(897)**
(Ki) - Covid recovery resources	**0**	0	0	(1,318)	**(1,318)**	718	**(600)**
Sub Total Covid Earmarked Reserve Balance	**(11,102)**	**0**	**0**	**(49,073)**	**(60,175)**	**56,636**	**(3,539)**
Total Earmarked Reserve Balance	**(53,766)**	**0**	**11,050**	**(111,094)**	**(153,810)**	**103,004**	**(50,806)**

(A) - Financial Resilience Reserves

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Net Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Designed to provide the Council with the ability to manage any emerging issues recognising the Council has been operating for two financial years, of which one was significantly impacted by Covid. Includes reserves to enable the management of the MTFP and resources which provide mitigation against the pandemic relating expenditure.							
Financial Liability Reserve	**(5,500)**		10,330	(4,830)	**0**		**0**
Financial Planning Reserve	**(892)**			892	**0**		**0**
Financial Resilience Reserves	**(6,675)**	1,688		4,987	**0**		**0**
Refinancing of the Capital Programme	**0**			(25,106)	**(25,106)**	25,106	**0**
Review of Inherited Resources	**0**			(4,748)	**(4,748)**	4,748	**0**
Covid 19 Financial Resilience Reserve	**0**			(9,982)	**(9,982)**		**(9,982)**
MTFP Mitigation Reserve	**0**			(13,228)	**(13,228)**		**(13,228)**
Other Financial Resilience Reserves	**(63)**			13	**(50)**		**(50)**
Financial Resilience Reserves	**(13,130)**	**1,688**	**10,330**	**(52,002)**	**(53,114)**	**29,854**	**(23,260)**

(B) - Transition and Transformation Reserves

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Resources set aside to support the one-off change costs of associated with creating the new council and meeting the Councils costs associated with the transformation programme.							
Transformation Mitigation Resilience Reserve	**0**	(6,529)		(7,620)	**(14,149)**	9,165	**(4,984)**
Contribution from outside the General Fund towards transformation	**0**			(2,000)	**(2,000)**	2,000	**0**
Transitional and Transformation Costs	**(1,181)**			1,181	**0**		**0**
BCP Programme Resources - Costs originally profiled for 2019/20	**(909)**		720	189	**0**		**0**
BCP Programme Resources - Pay and Reward Strategy	**(1,364)**			1,179	**(185)**		**(185)**
Transition and Transformation Reserves	**(3,454)**	**(6,529)**	**720**	**(7,071)**	**(16,334)**	**11,165**	**(5,169)**

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

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Resources set a side as part of the process of managing annual fluctuations in the rent, landlord repairs and costs associated with the councils commercial property acquisitions as set out in the Non Treasury Asset Investment Strategy.							
Asset Investment Strategy Rent, Renewals and Repairs	**(2,491)**			**276**	**(2,215)**		**(2,215)**

(D) - Insurance Reserve

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Reserve to enable the annual fluctuations in the amounts of excesses payable to be funded without creating an in-year pressures on the services. Subject to ongoing review by an independent third party.							
Insurance Reserve	**(3,500)**				**(3,500)**		**(3,500)**

(E) - Held in Partnership for External Organisations

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party organisations.							
Dorset Waste Partnership	**(202)**			0	**(202)**	30	**(172)**
Dorset Adult Learning Service	**(387)**			(177)	**(564)**	0	**(564)**
Stour Valley and Poole Partnership	**(781)**			(274)	**(1,055)**	1,055	**0**
CCG Emotional Wellbeing and Mental Health	**(655)**			247	**(408)**	250	**(158)**
Local Economic Partnership	**(1)**			0	**(1)**	0	**(1)**
Flippers Nursery	**(89)**			0	**(89)**	0	**(89)**
Adult Safeguarding Board	**(42)**			(2)	**(44)**	42	**(2)**
Dorset Youth Offending Service Partnership	**(367)**			(42)	**(409)**	100	**(309)**
Music and Arts Education Partnership	**(358)**			10	**(348)**	75	**(273)**
Youth Programme	**0**			(50)	**(50)**	50	**0**
Bournemouth 2026	**(98)**			98	**0**	0	**0**
Bournemouth 2026 - West Howe Bid	**(45)**			0	**(45)**	0	**(45)**
Better Care Fund	**0**			(270)	**(270)**	270	**0**
Brain in hand (Sec 256 with Health)	**0**			(74)	**(74)**	74	**0**
Charter Trustees	**(46)**			(80)	**(126)**	0	**(126)**
Held in Partnership for External Organisations	**(3,071)**	**0**	**0**	**(614)**	**(3,685)**	**1,946**	**(1,739)**

(F) - Required by Statute or Legislation

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.							
Building Regulation Account	**(128)**				**(128)**		**(128)**
Bournemouth Library Private Finance Initiative (PFI)	**(393)**			(145)	**(538)**		**(538)**
Carbon Trust	**99**			20	**119**		**119**
Business Rates Levy payments annual variation reserve	**(2,591)**	2,591			**0**		**0**
Required by Statute or Legislation	**(3,013)**	**2,591**	**0**	**(125)**	**(547)**	**0**	**(547)**

(G) - Planning Related

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.							
Local Development Plan Reserve	**(644)**				**(644)**		**(644)**
Planning Hearing and Enforcement Reserve	**(123)**				**(123)**		**(123)**
Other Planning Related Reserves	**(629)**	461		(129)	**(297)**		**(297)**
Planning Related	**(1,396)**	**461**	**0**	**(129)**	**(1,064)**	**0**	**(1,064)**

(H) - Government Grants

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with specific grant conditions.							
Government Grants	**(7,088)**			(1,531)	**(8,619)**	2,485	**(6,134)**
COVID 19 Government Grants	**(11,102)**			(7,346)	**(18,448)**	16,406	**(2,042)**
NNDR Covid Grants	**0**			(40,409)	**(40,409)**	39,512	**(897)**
Total Unspent Grants	**(18,190)**	**0**	**0**	**(49,286)**	**(67,476)**	**58,403**	**(9,073)**

(I) - Maintenance

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.							
Corporate Maintenance Fund	(400)	149			**(251)**	251	**0**
Other Maintenance Related Reserves	(1,201)	75		(75)	**(1,201)**	332	**(869)**
Maintenance	**(1,601)**	**224**	**0**	**(75)**	**(1,452)**	**583**	**(869)**

(J) - ICT Development & Improvement

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Resources set aside to meet various ICT improvement projects							
ICT Development & Improvement	**(1,203)**	**380**		**(186)**	**(1,009)**	**200**	**(809)**

(K) -Corporate Priorities & Improvements

	31/03/20 Actual £000's	Covid Resilience £000's	Transformation £000's	Movement £000's	31/03/21 Actual £000's	Estimated Movement £000's	31/03/22 Estimated £000's
Purpose: Amounts set a side to deliver various priorities, some of which will be of a historical natured inherited from the predecessor authorities.							
Welfare Reform Reserve / Hardship Fund	**(121)**			121	**0**		**0**
Capital Feasibility and Small Works Fund	**(342)**			235	**(107)**		**(107)**
Local Elections Reserve	**(187)**			(170)	**(357)**	(170)	**(527)**
Other Corporate Priorities & Improvements	**(2,067)**	1,185		(750)	**(1,632)**	305	**(1,327)**
Covid recovery resources	**0**			(1,318)	**(1,318)**	718	**(600)**
Corporate Priorities & Improvements	**(2,717)**	**1,185**	**0**	**(1,882)**	**(3,414)**	**853**	**(2,561)**

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Appendix B2

A - Proposed swap to CIL	Reasoning	Current BCP reserve allocations 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Swap revenue funded reserves for CIL 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Swap capital receipts for CIL 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Public Conveniences	This project is currently funded from capital fund approved by legacy council. BCP Council has recently approved the use of £0.3m CIL as funding for public conveniences on the seafront - utilising CIL for the improvement of assets available for community use. It is proposed this legacy approved capital fund allocation is similarly swapped from capital fund to CIL.	27	388	0	**415**	27		0	**27**		388	0	**388**
Bourne Community Hub	This is a £0.5m approved project to facilitate wider community use of the Bourne Community Hub. This project already benefits from £0.3m of CIL funding. It is proposed that remaining £0.2m reserve allocation (approved by legacy council) is swapped for CIL. This will mean the community project is fully funded from CIL	0	200	0	**200**	0	200	0	**200**				**0**
Poole Park	£2.3m programme of investment 2020/21 to 2022/23 in improving green flag awarded Poole Park. This project utilises £1.8m Heritage Lottery Fund grant, £0.2m s106 contributions and £0.3m BCP local contribution (currently funded from capital fund). It is proposed that the use of £0.3m capital fund is swapped for CIL - investing CIL in the improvement of public open greenspaces well used by the local community	142	133	0	**275**	142		0	**142**		133	0	**133**
Christchurch Legacy Play areas	This is a capital project inherited from legacy council for 30 play areas in the Christchurch area (which are to be handed over to parish council). The capital budget approved includes commuted sums to be paid over to the parish council for maintenance of these play areas (£5k per playground over 5 years)	12	187	0	**200**	12		0	**12**		187	0	**187**
Upton Country Park - Discovery project	This is £0.2m capital fund allocation as BCP local contribution towards ambitious new £1.6m Welcome Centre project at Upton Country Park. The project is funded predominantly from the Heritage Fund (Government Grant) and is expected to result in significantly improved visitor footfall and enhanced visitor experience	0	147	5	**152**	0			**0**		147	5	**152**
Highcliffe Castle and Tea Rooms	This is BCP local contribution towards major refurbishment of heritage asset - with a view to increasing visitor footfall and wedding hire. The rest of the project is funded from external capital grants	0	132	0	**132**	0	132	0	**132**				**0**
Poole Museum HLF Round One Bid	The capital programme includes considerable investment in the historic 'old town' area of Poole - including the Heritage Action Zone, Poole Museum and Scaplen's Court projects. These projects all benefit from significant government grant funding as well as the use of CIL and s106 contributions. The £50k capital reserve allocation is funding approved by legacy council for Poole Museum. It is proposed that this is now swapped for CIL	25	24	0	**49**	25		0	**25**		24	0	**24**
Christchurch Priory - Heritage Triangle	BCP has statutory landlord responsibilities for the maintenance of walls around land leased from the Priory. These walls are essential to the 'Heritage Triangle' priory area in Christchurch. Investment will ensure protection of this heritage asset and ensure / further promote visitor footfall	135	152	0	**287**	135		0	**135**		152	0	**152**
Corporate Estate - heritage assets	Building enhancements to heritage assets including Alum Chine Cloisters, Regent Centre	64	39	0	**103**	64		0	**64**		39	0	**39**
General infrastructure - asset investment		**405**	**1,403**	**5**	**1,812**	**405**	**332**	**0**	**737**	**0**	**1,071**	**5**	**1,076**
Additional Community Infrastructure Levy utilisation		**405**	**1,403**	**5**	**1,812**	**405**	**332**	**0**	**737**	**0**	**1,071**	**5**	**1,076**

B - Proposed swap to borrowing	Reasoning	Current BCP reserve allocations 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Swap rev funded reserves for borrowing 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Swap capital receipts for borrowing 2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	MTFP impact of new borrowing 2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Coastal protection (partnership and Christchurch)	These projects are part of the Council's £48.5m approved coastal protection programme. This programme is currently funded from £46.4m government grant, £1.5m prudential borrowing (repaid over 25 years) and £0.6m previously approved capital fund allocations inherited from legacy authorities, much of which is BCP local contribution towards grant funded works. The council has already approved the principle of swapping future Poole Bay beach management local contributions from capital reserves to borrowing. It is proposed that this principle is applied retrospectively to 2020/21 Poole Bay spend as well as Christchurch coastal protection spend inherited from legacy authority.	39	383	0	**423**	39	0	0	**39**		383		**383**	2	22	0	24
Poole Bay Beach Management Programme		202	0	0	**202**	202	0	0	**202**		0		**0**	12	0	0	12
East Cliff Management		3	14	0	**17**	3	0	0	**3**		14		**14**	0	1	0	1
Coastal Protection		**244**	**397**	**0**	**641**	**244**	**0**	**0**	**244**	**0**	**397**	**0**	**397**	**14**	**23**	**0**	**37**
Shore Road - seafront public realm	These projects are part of the £18.1m Seafront Development Programme (excluding feasibility studies) - £14.7m of which is funded from prudential borrowing (service delivery) over 25 years, £2.7m Government grant, £0.3m third party contributions and £0.4m legacy inherited BCP residual capital resource allocations to the beach huts, public realm improvements and Canford Cliffs Pavilion projects. It is proposed that these legacy approved capital resource allocations are swapped for prudential borrowing. This would mean these projects are now entirely funded from a combination of government grant and prudential borrowing.	104	0	0	**104**	104	0	0	**104**	0	0		**0**	6	0	0	6
Shore Road beach huts		66	0	0	**66**	66	0	0	**66**	0	0		**0**	4	0	0	4
Canford Cliffs Pavilion		0	100	0	**100**	0	0	0	**0**	0	100		**100**	0	6	0	6
Canford Cliffs new beach huts		1	68	0	**70**	1	0	0	**1**	0	68		**68**	0	4	0	4
Honeycombe Chine beach huts waterproofing		0	25	0	**25**	0	0	0	**0**	0	25		**25**				
Seafront Development Programme		**171**	**193**	**0**	**365**	**171**	**0**	**0**	**171**	**0**	**193**	**0**	**193**	**10**	**10**	**0**	**20**
Mosaic Care System	Council has approved the principle of funding all ICT related spend (BCP annual ICT investment plan as well as one-off ICT for Transformation) from prudential borrowing over 5 years. It is proposed that the £330k legacy inherited capital resource allocations for both the Mosaic Care System and CCTV systems should similarly be funded from prudential borrowing, to provide consistency in funding approach for ICT investment	313	0	0	**313**	313	0	0	**313**	0	0	0	**0**	68	0	0	68
Christchurch CCTV		17	0	0	**17**	17	0	0	**17**	0	0	0	**0**	4	0	0	4
ICT investment		**330**	**0**	**0**	**330**	**330**	**0**	**0**	**330**	**0**	**0**	**0**	**0**	**72**	**0**	**0**	**72**
Holes Bay Development	Capital budget of £16.5m is approved for Holes Bay land acquisition and design development - funded from £7.6m Government & DLEP grant, £0.1m RTB receipts, £8.6m borrowing and £0.15m inherited legacy approved revenue reserve allocation. It is proposed that the inherited legacy approved allocation is swapped to prudential borowing in line with the rest of the 'non-government funded' elements of the programme	32	118	0	**150**	32	118	0	**150**	0	0	0	**0**	1	5	0	6
Princess Road (PRS)	The use of £495k capital receipt from the disposal of Oxford Rd (completed April 21) was approved as funding towards Princess Road non-HRA private rented sector housing development. This is a £10.8m programme that is currently funded from £0.5m Government Grant, £0.5m Oxford Rd receipt and £9.8m borrowing (£1.25m of which is funded from land transfer to the HRA). It is proposed that the £0.5m capital receipt currently assumed as funding for the programme is repurposed to fund revenue costs of Transformation (and replaced with borrowing in the capital programme)	0	472	0	**472**	0	0	0	**0**	0	472	0	**472**	0	27	0	27
Housing		**32**	**590**	**0**	**622**	**32**	**118**	**0**	**150**	**0**	**472**	**0**	**472**	**1**	**32**	**0**	**33**
Car Park improvements	Various inherited legacy council approved small car parking lighting and improvement works funded from capital reserves. The wider capital programme already includes examples of similar highways investment funded from prudential borrowing (as opposed to DfT capital grant). These include £0.5m street lighting and £2.1m Wessex Fields highways access works.	68	47	0	**115**	68	9		**77**	0	38		**38**	4	3	0	7
Corporate Estate - non heritage assets	These include legacy approved capital reserve allocations for Southcote Road and Bournemouth Town Hall building enhancements. The wider capital programme includes examples of similar works being funded from prudential borrowing (for example Bournemouth Pier building renovation £0.3m and Russell Cotes £0.1m as well as the main Office Accommodation strategy of £5.7m)	79	6	0	**85**	79	0	0	**79**		6		**6**				
Other		**147**	**53**	**0**	**200**	**147**	**9**	**0**	**156**	**0**	**44**	**0**	**44**				
Additional prudential borrowing requirement		**924**	**1,234**	**0**	**2,158**	**924**	**127**	**0**	**1,052**	**0**	**1,107**	**0**	**1,107**	**99**	**66**	**0**	**165**
A + B - Total revenue funded reserves and capital receipts released		**1,329**	**2,637**	**5**	**3,971**	**1,329**	**459**	**0**	**1,788**	**0**	**2,178**	**5**	**2,182**	**99**	**66**	**0**	**165**

Financial impact: Release £1.8m from capital fund and revenue reserves to support Budget 2021/22

Financial impact: Release £2.2m capital receipts (received post 18/19) to fund revenue costs of Transformation Programme (flexible use of capital recpts policy)

Financial impact: £0.1m new MTFP pressure 2021/22, increasing to £0.2m in 2022/23 and 2023/24

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Appendix C1

HRA Bournemouth Neighbourhood - Revenue Account 2020/21

	Approved Budget £000s	March Outturn £000s	March Variance £000s
Income			
Dwelling Rents	(22,439)	(22,543)	(104)
Non-Dwelling Rents	(147)	(145)	2
Charges for Services and Facilities	(1,532)	(1,930)	(398)
Contributions towards expenditure	(60)	(132)	(72)
Total Income	**(24,178)**	**(24,750)**	**(572)**
Expenditure			
Repairs and Maintenance	5,378	5,112	(266)
Supervision and Management	7,575	6,651	(924)
Rent, rates, taxes and other charges	222	259	37
Bad or Doubtful debts	188	(64)	(252)
Capital financing costs (debt management)	75	75	0
Depreciation	7,253	6,187	(1,066)
Contribution to transformation	1,000	1,000	0
Interest and investment income	2,487	2,249	(238)
Transfer to/from HRA reserve	0	(37)	(37)
Transfer to new builds	0	3,318	3,318
Total Expenditure	**24,178**	**24,750**	**572**
(Surplus) / Deficit	**0**	**0**	**0**

Appendix C1

HRA Bournemouth Neighbourhood - Capital Programme 2020/21

	Approved Budget £000s	March Outturn £000s	March Variance £000s
Basic Planned Maintenance			
External Doors	300	47	(253)
Boiler Replacement Programme	670	610	(60)
Windows	1,180	1,193	13
Building External – All schemes	700	993	293
Fire Risk Remedial works	600	164	(436)
Electrical Works	130	225	95
Kitchen Replacement Programme	850	523	(327)
Building Envelope (Seddons)	60	15	(45)
Roofing	350	475	125
Bathrooms	950	533	(417)
Disabled Adaptations	700	624	(76)
Various programmes under £100,000	1,116	799	(317)
Capitalised Salaries	331	331	0
Major Projects			
Northbourne Day Centre	962	13	(949)
Barrow Drive Garages	454	369	(85)
Princess Rd Development	1,400	50	(1,350)
Ibbertson Way Garages	662	369	(293)
Luckham Rd/Charminster Rd	1,706	646	(1,060)
Cabbage Patch Car Park	1,700	3	(1,697)
Moorside Road	1,950	447	(1,503)
Templeman House	1,700	122	(1,578)
Purchase and Repair	0	1,105	1,105
New Build & Acquisition TBC	1,147	844	(303)
Total Capital Programme	**19,618**	**10,500**	**(9,118)**

Appendic C2

HRA Poole Neighbourhood - Revenue Account 2020/21

	Approved Budget £000s	March Outturn £000s	March Variance £000s
Income			
Dwelling Rents	(20,070)	(20,109)	(39)
Non-Dwelling Rents	(41)	(27)	14
Charges for Services and Facilities	(1,553)	(1,659)	(106)
Contributions towards expenditure	(54)	(53)	1
Total Income	**(21,718)**	**(21,848)**	**(130)**
Expenditure			
Repairs and Maintenance	5,368	5,357	(11)
Supervision and Management	4,365	4,628	263
Rent, rates, taxes and other charges	160	160	0
Bad or Doubtful debts	197	181	(16)
Capital financing costs (debt management)	105	105	0
Depreciation Charge	4,861	4,818	(43)
Capital Charges (net)	3,013	3,127	114
Contribution to transformation	1,000	1,000	0
Contribution to HRA reserve	162	28	(134)
Contribution new builds	2,487	2,444	(43)
Total Expenditure	**21,718**	**21,848**	**130**
(Surplus) / Deficit	**0**	**0**	**0**

Appendix C2

HRA Poole Neighbourhood - Capital Programme 2020/21

	Approved Budget £000s	March Outturn £000s	March Variance £000s
Basic Planned Maintenance			
External Doors	150	97	(53)
Boiler Replacement Programme	1,389	1,014	(375)
Windows	628	548	(80)
Building External – All schemes	290	(4)	(294)
Fire Risk Remedial works	841	721	(120)
Electrical Works	450	209	(241)
Kitchen Replacement Programme	675	521	(154)
Building Envelope (Seddons)	312	243	(69)
Roofing	380	274	(106)
Bathrooms	250	265	15
Various programmes under £100,000	693	620	(73)
Capitalised PHP Salaries	524	533	9
Other Planned Maintenance			
Voids Maintenance	50	0	(50)
Sustainability	100	37	(63)
Contingency	250	0	(250)
PV installations	0	9	9
Sales Admin	26	0	(26)
DA - Stairlifts	10	0	(10)
Disabled Adaptations	350	262	(88)
New Computer System	250	251	1
Major Projects			
Cladding	450	719	269
New Build - Infill Projects	1,100	14	(1,086)
New Build - Montacute	151	57	(94)
Old Town Tower Block Works	7,350	3,695	(3,655)
Herbert Avenue Modular	2,347	5	(2,342)
Small Projects/Acquisitions	1,000	456	(544)
Sheltered Sites Works	0	107	107
Cynthia House	577	63	(514)
Sprinkler Installations	754	422	(332)
Hillborne School Development	285	138	(147)
Other	0	8	8
Total Capital Programme	**21,633**	**11,284**	**(10,349)**

CABINET

Report subject	**Medium Term Financial Plan (MTFP) Update**
Meeting date	23 June 2021
Status	Public Report
Executive summary	This report: • Presents the latest medium-term financial plan (MTFP) of the council to reflect government announcements since the February 2021 budget report and updated assumptions. • Proposes a financial strategy to support the delivery of a balanced budget for 2022/23. • Proposes a budget planning process and timeline for key financial reports.
Recommendations	**It is RECOMMENDED that Cabinet:** **Approve:** **1) the budget planning process as referenced in paragraph 26.** **2) the timeline for key financial reports during 2021/22 as set out in appendix A.** **3) the financial strategy as referenced in paragraphs 18 to 23 and as set out in appendix B.** **4) the allocation of a further £240k to support the Councils response to the climate change and ecological emergency as referenced in paragraph 25.** **Note** **5) the updated MTFP position and the key financial planning assumptions as set out in appendix C.**
Reason for recommendations	To comply with accounting codes of practice and best practice which require councils to have a rolling multi-year medium term financial plan. To provide Cabinet with the latest high-level overview of the medium term financial plan. To present a proposed financial strategy to support the delivery of a

	balanced budget for 2021/22.
Portfolio Holder(s):	Councillor Drew Mellor, Leader and Portfolio Holder for Finance & Transformation
Corporate Director	Graham Farrant, Chief Executive
Report Author	Adam Richens: Chief Finance Officer and Director of Finance ☎01202 123027 ✉ adam.richens@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Decision

Background

1. The 2021/22 budget as presented to Council in February 2021 was a bold, creative, dynamic, responsible and robust budget with the following key features;

   a) The harmonisation of council tax across the BCP area from April 2021 onwards.

   b) A £7.5 million investment in children's services as its highest priority area, alongside an additional £1 million for an innovative Children's Covid Recovery Fund.

   c) A £13 million investment in Adult Social Care in support of services to the most vulnerable members of our community.

   d) Invested over £7m gross in new council priorities in 2021/22 including regeneration, highway maintenance, arts and culture, a cultural bounce back festival, street cleansing, the planning service, the climate change and ecological emergency, and community safety.

   e) £50 million Futures Fund, financed by prudential borrowing, designed to support our community recover from Covid-19 with an emphasis on creating a world class city region, stepping up regeneration with a renewed focus on place-based leadership and restoring a sense of pride.

   f) £10m million Special Educational Needs and Disability (SEND) capital allocation, financed by prudential borrowing, to support the councils Dedicated Schools Grant (High Needs Block) deficit recovery plan.

2. The creation of two new unitary authorities, covering the geographical area of Dorset, was a strategic response to the financial challenges faced by all local authorities since 2010 following the application of the government's austerity programme, particularly those upper tier authorities facing significant demand and cost increases in adults and children social care services. Cutting out duplication and lowering administration costs delivered by the reduction from nine local authorities to two in Dorset was designed to ensure improved value for money (VfM) for local council taxpayers and to better enable the protection of quality front line services to our community and residents

3. In considering the development of the 2022/23 budget for BCP Council it will be important that it is within the context of a unitary authority which is currently only in its third year of operation with turnover of around £0.8 billion per annum and an annual net budget which for 2021/22 is £241 million per annum. It is also critical that consideration is given to the ambition and purpose of the council as expressed through what is referred to as the Councils Big Plan and the approved Corporate Strategy as well as the ongoing impact on the organisation's financial and non-financial resources of the global Covid-19 public health emergency.

4. Our Big Plan is our vision that the BCP city region will be world class and one of the best coastal places in the world in which to live, work, invest and play. This vision picks up many of the aspirational themes for the place from the original Local Government Reorganisation planning papers.

5. Our Big Plan is supported by five major projects which have been developed to deliver big changes across our whole area over the next five to ten years. It is expected that these will support the creation of 13,000 jobs across all sectors of our economy, creating wealth for our businesses and livelihoods for our families. The five projects can be listed as;

    - Investing in an iconic cityscape
    - Investing in our seafront
    - Rejuvenating Poole
    - Investing in the physical and digital infrastructure
    - Aim to deliver more than 15,000 new homes.

    These projects reflect the scale of the council's ambition for the area and enable the articulation of our vision with key regional and sub-regional partners and with government. These projects are underpinned by the work we will do to develop vibrant communities, to promote our culture and our leisure and entertainment offer, and to ensure the BCP city region becomes one of the best places in which children can live, learn, grow up and succeed.

6. The Big Plan is further supported by the BCP Corporate Strategy which was adopted by the council on 5 November 2020. The vision is to create vibrant communities with outstanding quality of life where everyone plays an active role. The high-level strategy set out five council priorities (Sustainable Environment, Dynamic Places, Connected Communities, Brighter Futures, Fulfilled Lives) and a commitment to becoming a modern, accessible and accountable council committed to providing effective community leadership. The Corporate Strategy is promoted by an agreed set of core values and delivery plans which set out how the council will achieve its priorities.

7. As with the 2021/22 budget any update of the MTFP needs to be cognisant of the impact of the world's biggest public health emergency for a generation. Since March 2020 the Covid-19 global pandemic has required ongoing urgent and decisive action to support our community and maintain the integrity of the council's financial position and future sustainability.

Government announcements since February 2021

8. There have been several policy announcements and updates made by the Government since February 2021 which will either directly or indirectly impact on the Councils financial sustainability and its future financial strategy.

9. Key amongst these was the announcement that following direct representation by BCP Council and others that the government would extend the deadline for the Flexible Use of Capital Receipts policy by 3 years from 31 March 2022 to the 31 March 2025. This policy enables capital receipts to be used to fund transformation revenue expenditure incurred which produces long term savings or reduced service delivery costs. The standard statutory controls framework specifies that capital receipts can normally only be used to fund capital expenditure.

10. This announcement will fundamentally change the presentation of the councils MTFP as the previous assumption was that any revenue transformation programme expenditure incurred from the 1 April 2022 onwards would need to be funded from the base revenue budget of the council. This clearly no longer needs to be the case assuming sufficient capital receipts can be generated.

11. In addition, ministers have announced that they are still keen to implement the Fair Funding Review (FFR) but are reluctant to make commitments about the timescale. The FFR is about a wholescale reform of how Councils are funded. It will essentially propose a new “needs” assessment for each local authority, then make a deduction based on the amount of council tax that each authority could collect (“resources”). It is anticipated that there would be a transitional period with “dampening” arrangements applied. Certain existing specific grants are expected to be transferred into the need’s assessment such as the Improved Better Care Fund, Social Care Support grant and the Public Health grant. To accommodate the funding of these changes the governments intent make changes to business rates and other funding streams which includes the possibility of moving to a 75% business rates retention model.

12. The risk of a changing funding model will need to be reflected upon in a national government funding backdrop which quite understandably saw the budget deficit for 2020/21 come in at £303 billion with UK government debt now standing at £2.14 trillion or 97.7 per cent of the national gross domestic product (GDP).

13. In addition, the period since February saw further additional pandemic related grants and support measures put in place including;

    - Extension of the Contain Outbreak Management Fund beyond April 2021.
    - £341 million of funding to support the next phase of the Covid19 responses for infection control and rapid testing in adult social care services.
    - Allocation of £0.7 billion to support children catch up.
    - New Restart Grant to businesses required to be paid in April 2021.
    - Additional, conditional, discretionary business grant funding.
    - A new £1.5 billion business rates relief funded with the detail to be announced once they have passed legislation relating to Material Change of Circumstance provisions.

- Extension of the 100% business rates holiday to retail, hospitality and leisure to June 2021 with two thirds discount up to certain thresholds for the remaining 9 months of the 2021/22 financial year.
- Extension to 30 September 2021 of the temporary hospitality and tourism 5% reduced VAT rate with a 12.5% rate apply for the following 6 months.

14. Separate to the Covid-19 related grants, one specific issue of significance that it would be worth highlighting, is that the council has been awarded a £2.474 million as part pf the Salix Public Sector Decarbonisation Scheme to reduce public sector carbon emissions and cut energy use in local authority buildings.

Overview of the 2020/21 Financial Outturn

15. A key starting point will therefore be the success or otherwise of the culture of diligent and careful financial management on the actual outturn for 2020/21. A year which can only be described as extraordinary and tumultuous by anyone's standards. The position which is presented as a separate report on the Cabinet agenda for 23 June 2021 demonstrates that the Government honoured its commitment to provide the council with all the resources it needed to cope with the pandemic.

16. A summary, presented in the format as set out in the 2021/22 Budget report, is set out as Figure 1 below.

17. In reviewing the financial outturn position, it is important to understand the context of quarter three financial monitoring report. At the time there was a significant and unprecedented amount of uncertainty. Although the government had announced the framework for its comprehensive package of support the detail would not follow until later in the financial year. In addition, national restrictions were reintroduced from the 6 January 2021 with a managed exit from this phase commencing from the 8 March 2021. It is also worth remembering that at the start of the pandemic the council took decisive action to identify resources which could be used if the government did not provide the council with financial support. As this support has been announced and clarified the council has been able to redirect the locally identified resources to support council priorities including the 2021/22 budget and underpinning council tax.

18. In considering the £5.1m underspend it should be borne in mind that this does not take account of the assumed £10.6 m shortfall in council tax and business rates collection during 2020/21. This deficit is being carried forward and spread over the next three years with Government providing grant support of approximately 75% of eligible losses. Any difference between the actual 2020/21 grant support and the position estimated as part of the February 2021 budget report has been set aside as part of the financial outturn to ensure resources are available to support future years to the extent estimated as part of the 2021/22 budget process.

19. In respect to the significant level of ongoing uncertainty it is worth emphasising that professional judgements have been made in respect of the amount the Council will receive associated with several of the Covid19 specific government grants and elements of the financial support package. Risks with these estimates will remain until the council has completed any assurance processes established by the government and the final claim agreed and audited (if appropriate).

20. In considering the financial outturn it may be worth reflecting on the following key performance data;

- Council Tax collection rate - budgeted 97.16% - actual outturn 95.12%
- Business Rates collection rate - budgeted 98.07% - actual outturn 90.67%

21. **Figure 1:** 2020/21 Financial Outturn

	Quarter 3 Position	Financial Outturn
	£ millions	£millions
Total estimated pressure (83%, now 77%) of net £283.1m net budget	**236.3**	**219.3**
Analysis of total unbudgeted expenditure		
Funding for grant payments to businesses etc.	(145.1)	(139.2)
Ringfenced, specific government grants	(22.9)	(25.1)
Clinical Commission Group (CCG) funded expenditure	(19.2)	(19.8)
Adult Social Care and Public Health services	5.2	(0.7)
Children's services	7.1	7.1
Environment and Community services	5.4	2.0
Regeneration and Economy services	24.4	20.4
Resource services	3.9	4.1
Estate management strategy and smarter structures	0.7	0.7
100-day plan expenditure	0.4	0.4
Investments / central items	2.0	1.2
Total Gross Pressures	**49.1**	**35.2**
Unringfenced, government covid19 specific emergency funding	(29.0)	(29.0)
Unringfenced, government compensation sales, fees & charges (estimate)	(13.3)	(12.6)
Furlough claim	(0.8)	(1.0)
Council Tax & Business Rates future year income compensation	0.0	1.9
Net in-year pressures	**6.0**	**(5.6)**
Directorate savings		
Employee cost base	(3.3)	(3.3)
Expenditure cost base	(9.5)	(9.5)
Contribution to the Covid-19, MTFP and Transformation mitigation reserves	13.3	13.3
Net in-year budget gap	**6.5**	**(5.1)**
Earmarking of central resources:		
Base revenue budget contingency	(1.2)	(1.2)
Refinancing of the capital programme, review of projects	(2.8)	(2.8)
Refinancing of the capital programme, revenue contribution to capital	(2.5)	(2.5)
Contribution to the MTFP Mitigation Reserve	0.0	6.5
Total residual funding gap	**0**	**(5.1)**

22. Specific government grants that have been made available in 2020/21 to support expenditure and income include the £11.5 million Department of Health (DoH) Infection Control Grant, £9.1 million Contain Outbreak Management Fund, £1.8 million Public Health Test and Trace grant, £1.5 million Adult Social Care Rapid Test Fund, £1.1 million Covid19 Winter Grant Scheme, and the £1.9 million housing related Next Steps Accommodation programme grant amongst many others. The amount quoted reflect the amounts received in 2020/21 and does not take account of the balances that may have been carried forward via reserves into 2021/22.

23. The £139.2 million business grants references both the mandatory and discretionary grants available in support both the original (£83.9 million) and November to financial year end national lockdowns (£52.0 million), the test and trace support payments (£0.7 million) and the £2.5 million hardship fund designed to support local council tax support claimants.

24. The outturn position demonstrates an overall improvement from the quarter three position due to a variety of reasons including;

    a) Confirmation of the Government's comprehensive package of financial support.

    b) Clarification of the extent to which expenditure incurred by the council can be funded from the various specific grants made available by the Government to meet Covid-19 related expenditure.

    c) The extent to which certain items of expenditure were funded by third parties such as the National Health Service.

    d) An improvement compared to the forecasts in income recovery.

    There has also been slippage within the capital programme including the rephasing of work due to the timing as to when works can be safely undertaken.

25. The strategy has been to apply the improvement into as the MTFP Mitigation Earmarked Reserve which is a specific financial resilience earmarked reserve designed to enable the council managing emerging issues as part of the development of its financial strategy.

26. That said, and in support of our core value and the associated delivery plan, the Council proposes to double, for 2021/22, the £240k allocation it made as part of the 2021/22 original budget towards the Climate Change and Ecological Emergency. This will bring the total allocation for 2021/22 to approximately £0.5 million with the extra £240k drawn down from the MTFP Mitigation Earmarked Reserve. There was £13.228m in this reserve as at the 31 March 2021. £2.1m has previously been allocated to support the 2022/23 budget with the residual balance potentially providing a funding source for the residual funding gap as set out later in this paper and the associated financial strategy.

Budget cycle

27. The development of a medium-term financial planning process is designed to provide sound financial management and control arrangements which are integral to the delivery of good governance for the council. Such arrangements will help in supporting service delivery, accountable decision making and safeguarding stewardship whilst optimising the use of available resources.

28. The MTFP and budget for 2022/23 should be seen in the context of a rolling, evolving process structured to enable the proactive management and prioritisation of

the council's resources. To support its development the high-level budget cycle for BCP is proposed as follows;

Stage One: April to June

- Closure of the accounts for the 2020/21
- High level budget planning process as set out in this June 2021 MTFP Update report to Cabinet.
- Approval of a financial strategy to support the delivery of a balanced budget for 2022/23.

Stage Two: June to September

- Initial detailed bottom up refreshed of the baseline financial resource requirements for each service. This should include a reflection on previous year's actual performance and forecast in-year performance to evaluate the realism of future year plans. The intent being to move the MTFP to a five-year time horizon (31 March 2027) should be noted.
- Portfolio Holders consideration of the updated position with Cabinet and Corporate Management Board colleagues.
- Quarter One 2021/22 Budget Monitoring report.

Stage Three: October to December

- Refinement stage including councillor consideration of the implications of any proposed transformation and service-based savings proposals.
- MTFP Update reports to Cabinet in both October and December.
- Budget Café (all councillor) presentations.
- Quarter Two 2021/22 Budget Monitoring report.

Stage Four: January to February

- Taxbase report.
- Statutory consultation with representatives of Commerce and Industry.
- Quarter Three 2021/22 Budget Monitoring report
- Finalise the 2022/23 Budget.

29. The ongoing financial strategy has been to shift away from a service-based savings approach and towards delivering savings at an enterprise level as delivered via the council's transformation programme. As part of the budget cycle the detail and implications of any transformation and residual service-based savings will need to be agreed and endorsed by the Cabinet. In doing so consideration will need to be given to the extent it is appropriate to include unitemised savings in the base budget for 2022/23.
30. Appendix A to this report presents a detailed timeline for the presentation of key financial reports alongside the events it is proposed to deliver throughout 2021/22 in support of the 2022/23 Budget.

Latest MTFP

31. The intent with a medium-term financial plan is to set out the financial implications of the Councils Corporate Strategy, objectives, and policies and then to consider these against the resources projected to be available. This then provides a basis for service decision making. Although the statutory local authority budget process is an annual one a longer-term perspective is essential if the council is going to be able to demonstrate financial sustainability.

32. Historically progress had been made with promoting effective medium-term financial planning through multi-year local government financial settlements from central government. Uncertainty due firstly to the national political landscape and then the impact of the public health pandemic has meant that a series of one-year local government financial settlements have been issued over the last few years.

33. As a relatively new council, setting the budgets in the first three years has been a challenge due to the lack of complete historical data and trend analysis information for the council as a single entity. What comparative information is available, comparing 2020/21 with 2019/20, will be distorted by the impact covid-19 had from March 2020 onwards. Looking forward to 2022/23 there will be even further uncertainty associated with the legacy impact of the public health emergency, its ongoing cost legacy, and the extent to which the council's income streams will return to pre-covid levels.

34. The current approved MTFP was as agreed by Council in February 2021 and can be summarised as follows;

Figure 2: February 2021 Approved MTFP

	2022/23 £m	2023/24 £m
Annual Funding Gap	17.0	(9.5)
Cumulative – Net Funding Gap	**17.0**	**7.5**

35. It is important that it is understood that this position is produced based on the following key assumptions;

    a) A 4.99% increase in council tax for 2022/23 (equivalent to £10.9m in extra revenue) and a 1.99% increase in 2023/24 (£4.3m in extra revenue). It should be emphasised that the 2022/23 potential council tax increase includes the 3% Adult Social Care precept deferred from 2021/22.

    b) A 1.5% increase in the councils taxbase (number of band D equivalent properties) for 2022/23 and a 0.5% increase for 2023/24.

    c) Total annual cumulative transformation savings of £25m underpinning the 2022/23 budget and £42.4m underpinning the 2023/24 budget.

    d) Income levels generally returning to pre-covid levels from 2022/23 onwards. The MTFP is therefore premised on £12.3m of additional income generation in 2022/23 compared to 2021/22.

    e) The harmonisation of BCP Council's pay and grading structures within a cost neutral framework.

f) A 2% pay award from 2022/23 onwards.

g) The drawdown of £2.1 million from the MTFP Mitigation Earmarked Reserve in 2022/23.

36. It is also important to recognise that no provision has currently been made as part of the MTFP to provide ongoing resources to adjust the level of the Councils resort management activities in line with those put in place for the 2021 season. This adjustment, which was funded from specific Covid19 resources, was principally focused on necessary public health measures.

37. Figure 3 below sets out the latest MTFP position to 31 March 2024. It should be highlighted that the table shows the incremental changes, positive and negative, from the preceding year. It does not show absolute amounts although these are shown in the financial strategy attached as Appendix B.

38. Appendix B sets out the key financial planning assumptions being used to underpin the MTFP. As part of the proposed financial strategy it will be important for the council to influence those which will be determined by government or third parties.

Figure 3: Latest MTFP Position

21/22 £m	Additional Investment into Services	22/23 £m	23/24 £m	Total £m
13.0	Adult social care inc public health	10.9	10.6	**21.5**
7.2	Children's services	2.1	2.2	**4.3**
2.9	Environment and communities	0.8	1.8	**2.6**
1.4	Regeneration and economy	1.5	0.0	**1.5**
1	Resource services	0.2	0.2	**0.4**
13.7	Income impacted by COVID-19	(12.6)	(0.5)	**(13.1)**
1.8	Contingency - pay award	3.1	3.2	**6.3**
0.0	Pay Award additonal 0.5% 21/22	0.9	0.0	**0.9**
2.4	Contingency	(1.6)	0.0	**(1.6)**
0.0	Core government funding changes	2.1	0.8	**2.9**
23.9	Transformation programme costs including borrowing	(23.6)	0.0	**(23.6)**
3.5	Transformation - ongoing revenue costs	0.5	0.5	**1.0**
1.7	Minimum revenue provision & interest payable	0.7	0.3	**1.3**
4.8	Corporate priorities	(1.6)	0.0	**(1.6)**
(1.2)	Investment related to the high needs deficit	0.0	0.0	**0.0**
(2.8)	Revenue contribution to capital	0.0	0.0	**0.0**
0.0	Contribution to unearmarked reserves	0.7	0.0	**0.7**
0.0	Corporate pressures	0.1	0.0	**0.1**
0.0	Pension fund – tri-annual revaluation impact	(0.1)	0.2	**0.1**
73.3	**Total Additional Investment into Services**	**(15.9)**	**19.3**	**3.7**
	Cumulative Investment into Services	**(15.9)**	**3.4**	

21/22 £m	Additional Resources	22/23 £m	23/24 £m	Total £m
(3.4)	Council tax – income	(10.9)	(4.3)	**(15.2)**
5.9	Council Tax Base	(3.4)	(2.3)	**(5.7)**
1.7	Business rates income	0.0	0.0	**0.0**
4.2	Collection fund – (surplus) / deficit distribution net of S31 grant	0.7	0.0	**0.7**
0.0	Use of reserves	(2.1)	2.1	**0.0**
(0.6)	NNDR 75% loss grant through reserves	0.0	0.0	**0.0**
(0.4)	Council tax 75% loss grant through reserves	0.0	0.0	**0.0**
(3.8)	Local council tax support scheme grant 2021/22	3.8	0.0	**3.8**
(1.7)	Sales, fees and charges compensation 2021/22	1.7	0.0	**1.7**
(1.1)	Top slice covid pressures grant 2021/22	1.0	0.0	**1.0**
0.0	Social care funding	0.0	0.0	**0.0**
0.1	Investment income	(0.5)	0.0	**(0.5)**
(25.2)	Refinancing of capital programme	25.2	0.0	**25.2**
(4.7)	Review of inherited resources	4.7	0.0	**4.7**
(23.6)	Transformation programme funding - capital receipts / reserves	23.6	0.0	**23.6**
(7.5)	Transformation savings	(17.5)	(17.4)	**(34.9)**
(13.2)	Service based savings	(0.3)	(0.4)	**(0.7)**
(73.3)	**Total annual extra resource & savings**	**26.0**	**(22.3)**	**3.7**
	Cumulative extra resources & savings	**26.0**	**3.7**	

Annual – Net Funding Gap	**10.1**	**(3.0)**	**7.4**
Cumulative MTFP – Net Funding Gap	**10.1**	**7.1**	

11. The key difference between the MTFP as set out above and the position approved as part of the 2021/22 Budget report is the approach to the funding of the transformation programme. As part of the 2021/22 Budget the council endorsed the following financial commitment and profile of the transformation programme budget;

Figure 4: Approved Transformation Programme expenditure profile

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Total Expenditure	**5.18**	**26.33**	**8.77**	**2.45**	**1.79**	**44.52**

12. This overall commitment was scheduled to be funded as follows;

    £5.80m Capital via prudential borrowing

    £13.81m Estimated capital receipts generated before 31 March 2022.

    £12.90m Transformation Mitigation Reserve Resources (*)

    £12.01m Base Revenue funding for the transformation agenda

    £44.52m Total Transformation Programme approved investment

    (*) noting that the preference would be for his drawdown to be avoided by the use of additional capital receipts.

13. The announcement by government of the extension to Flexible Use of Capital Receipts (as set out in sections 9 and 10 of the report) and the financial outturn for 2020/21 combine to provide the option to refinance the programme as follows;

    £5.80m Capital via prudential borrowing

    £5.11m Actual capital receipts generated in 2020/21

    £17.46m Estimated capital receipts generated before 31 March 2025.

    £14.15m Transformation Mitigation Reserve (*)

    £2.00m Non-General Fund contributions

    £44.52m Potential revised Transformation Programme approved investment

    (*) noting that the preference would be for this drawdown to be avoided by the use of additional capital receipts.

    In essence it is now proposed to finance the £12.01m due to be financed from the revenue budget of the council (£7.77m 2022/23, £2.45m 2023/24, £1.79m 2024/25) from capital receipts. This reduces the net MTFP funding gap in those years by these amounts.

14. In respect of the robustness of this £17.46m requirement for capital receipts, £11.02m is scheduled for delivery from 2021/22 onwards. This leaves £6.44m to be identified in line with the Net Asset Generation element of the financial strategy as set out later in this report. It should also be highlighted that the capital receipt can be generated at any time in the period to 31 March 2025 provided a temporary funding source exists to provide an interim funding solution. Based on the following updated profile of spend, as well as the potential to utilise the Transformation Mitigation Reserve, it is not then envisaged that the council will have to deliver the residual capital receipt value before 2023/24.

Figure 5: Updated Transformation Programme expenditure profile

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Total Expenditure	**1.50**	**22.61**	**12.00**	**6.37**	**2.05**	**44.52**

15. Additional differences within the latest MTFP position include;

    - The improvement in the 2020/21 financial outturn and the resources transferred to the MTFP Mitigation Reserve mean there are additional resources available to support the 2022/23 budget.
    - The additional annual contribution to unearmarked reserves as set out in section 22 of this document.
    - The extra cost pressure of up to £101k per annum for establishing a multi-disciplinary team and homeless health centre, as per the 26 May 2021 Cabinet report. This pressure is subject to ongoing work to refine the amount by consideration of the commissioning model and third-party contributions.
    - The financial implications of the Council Sustainable Fleet Management Strategy and Fleet Replacement Programme set out as a separate report on the June 2021 Cabinet agenda.
    - Potential for a 1.5% local government pay award for 2021/22 as per the offer made on the 17 May 2021 by the National Local Government Employers organisation to the trade unions. As part of the base budget revenue contingency provision was made for the equivalent of a 1% award which by implications requires a further provision of 0.5% to be recognised moving forward.

16. Good practice would advise local authorities to critically evaluate their financial resilience by testing its sensitivity to plausible alternative scenarios for key drivers of costs, service demands and resources. To that effect the MTFP has been drawn up using what, based on professional judgement and avoiding optimism bias, is the most likely scenario that the council will find itself in. Alternative best case and worse case planning indicates that the £10.1m funding gap for 2022/23 could reduce to £7.5m in a best-case scenario or increase to £25.1m in an absolute worst-case scenario.

17. The proposal is that the next report in the budget cycle which is the October report to Cabinet reflects a “bottom up” approach to understanding the current operating costs of services to inform a fundamental refresh of the MTFP for a five year period to 2026/27.

Proposed Financial Strategy

18. A financial strategy is integral to the council achieving its objectives and its overall organisational health. Its aim is to detail how the council plans to finance its operations and meet its strategic priorities. The intent of the strategy is to set out the themes and categories the council will look to further develop as a means of delivering a balanced budget for 2022/23 and any underlying actions that need to be taken. The document will also support the approval of the Medium-Term Financial Plan (MTFP) and the latest value for money judgement for the authority.

19. The strategy will help BCP continue to build a culture of strong and effective financial management, a culture which has enabled balanced budgets to be set for

the first 3 years of its operation and well managed financial outturn's to be delivered. Traditionally numerous officers, and councillors, have made a personal contribution in enabling the council to deliver these outcomes. BCP will need to continue to harness this positive focus and goodwill.

20. Good practice suggests that in considering its budget strategy local authorities should ask itself the following question “can the council balance its books without taking significant risks with taxpayers’ money”. If the answer is no, then the council should rethink its budget strategy and what is affordable and sustainable service levels. This good practice was referenced in the Grant Thornton lessons learnt from public interest reports 2021 which will be considered by the Audit and Governance Committee in July.

21. Appendix B presents the proposed 2022/23 financial strategy for member consideration.

22. In developing the budget strategy for 2022/23 the Council has been reflective of the outcomes of the CIPFA Financial Resilience index and other financial benchmarking. In that respect four areas are particularly pertinent and have been used to shape the budget strategy and MTFP as set out as follows;

    1) **Level of unearmarked reserves**. As a matter of prudence, the proposal is to improve the level of unearmarked reserves held so the Council can position itself in the middle compared to all upper tier authorities including unitary, county, and metropolitan authorities. Undertaking this analysis as a percentage of net revenue expenditure ensures the relative size of the council is considered. The approach as set out in Appendix D is to move to this position over the five years of the MTFP which is the period it is proposed to extend the plan to when it is refreshed during the summer. The appendix shows that the council currently has unearmarked reserve of 5.4% with 6.1% representing the mid-point. Increasing our unearmarked reserves to this level will require an extra £3.56m to be set aside which over a five-year period equates to £0.71m per annum. Appendix E provides the relevant benchmarking analysis.

    2) **Self-imposed levels of debt as set out by the Councils Capital Financing Requirement (CFR)**. Such levels are a requirement of the CIPFA Prudential Code and link into the prudential indicators agreed by Council as part of its annual Treasury Management Strategy. Again, the intention is to move to the mid-point of all upper tier authorities as a percentage of net revenue expenditure. Such an approach has enabled the Council to determine that it has debt headroom of £212 million compared to its 31 March 2024 forecast position. This provides the parameters for the additional amount available to the Council to support its regeneration and big plan ambitions. This amount is additional to the £184 million already set aside via prudential borrowing in the capital programme to support service delivery, housing and regeneration schemes over the next three years such as those the being delivered to increase its housing stock and the schemes being delivered by the Bournemouth Development Company (BDC). The Audit and Governance Committee will be requested to endorse the approach as part of the development of the 2022/23 Treasury Management Strategy. Appendix F provides the relevant benchmarking analysis.

    3) **Net Asset Generation**. Under this approach it is clear that the Councils intention is to buy, build or create assets with an overall value of £396 million more than those held as at the 31 March 2021. An approach which presents a compelling business case to support the release of assets no longer needed for service

delivery, regeneration or housing. This approach will support the delivery of the capital receipts required to fund the transformation programme.

4) **Adult Social Care Use of Resources Assessment**. The Council has used John Jackson the National Care and Health Improvement Adviser, Finance and Risks to undertake a use of resources assessment by the council's adult social care services. In benchmarking our spend in areas such as younger adults, older people and proportion of spending funded by the NHS it is proposed to identify the potential for reductions in third party spend or the amount directly spent on care and support costs.

23. Financial strategy workstreams will now focus on;

a) Delivering the £25 million transformation programme savings target for 2022/23 as the key driver of financial sustainability for the council.

b) As part of (a) delivering the £6.6 million transformation estates and accommodation project on time, on budget and contributing the assumed level of savings.

c) Driving out value from land and building assets led by the councils new Urban Regeneration Company.

d) Delivering non transformation service-based savings and efficiencies and driving down the cost of services and pressures included in the MTFP.

e) Financial monitoring of the 2021/22 approved budget with emphasise on the extent to which sales, fees and charges income streams are recovering as assumed.

f) Annual fundamental refresh of the MTFP for each service with an intention to extend the plan to cover a five-year time horizon (to the 31 March 2027). This will include a review of the 2020/21 financial outturn to determine the extent that future base revenue budgets should be adjusted recognising the uncertainty caused by covid-19.

g) Delivering the councils pay and grading harmonisation project within a cost neutral framework.

h) Monitoring of national and sector specific announcements including those associated with the Fair Funding Review, 75% business rates retention, future funding of social care and the pay award.

i) Consider the extent to which assistive technology can improve service delivery and reduce the ongoing associated costs for example in adult social care.

j) Ongoing review of the capital programme financing and provisions. This includes part 2 of the workstream around the application of community infrastructure levy resources which is detailed as part of the 2020/21 Financial Outturn report presented elsewhere on this Cabinet agenda.

k) The deficit recovery plan for the Dedicated Schools Grant (DSG) with specific reference to the High Needs Budget.

l) Consider the extent to which it is possible to further support the 2022/23 Budget by the application of financial resilience reserves. By doing so this will enable a further period of recovery to prevent unnecessary adjustments to service delivery standards being made.

Options appraisal

24. This report considers current and future financial sustainability. Any consequential savings and efficiency plans that are developed will each need to be tested to determine the extent to which alternative options exist.

Summary of financial implications

25. The financial implications of the MTFP and budget work now in hand are as outlined within the report. The work is progressed within base budget resources.

Summary of legal implications

26. It is the responsibility of members to ensure the Council sets a balanced budget for the forthcoming year. In setting such a budget members and officers of the council have a legal requirement to ensure it is balanced in a manner which reflects the needs of both *current* and *future* taxpayers in discharging these responsibilities. In essence this is a direct reference to ensure that council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions.

Summary of human resources implications

27. There are no direct human resource implications of this report. However, the MTFP and budget will have a direct impact on the level of services delivered by the council, the mechanisms by which those services are delivered and the associated staffing establishment.

Summary of sustainability impact

28. The accommodation and business transformation programmes underlying the MTFP will make the council more environmentally friendly through a reduced estate and different ways of working, including the continued ability for staff to work effectively from home. This will reduce energy consumption and pollution levels as well as produce savings to protect services.

29. Consideration of further sustainability measures will be undertaken as individual proposals come forward as part of the budget setting process for 2022/23.

Summary of public health implications

30. The council will seek to maintain appropriate services for the vulnerable as well as improve the sustainability of services important for the wellbeing of all residents.

31. The rationalisation of the estate will continue to take account of the measures necessary to manage the pandemic for as long as considered necessary.

32. The budget will continue to include an allowance for PPE to protect staff and residents to ensure compliance with all guidance to be issued by Public Health England over time.

33. The Department of Health and Social Care have announced the public health grant allocations for 2021/22. Nationally the grant will be £3.324 billion a rise of 1% in cash terms. Locally public health is delivered via a pan Dorset service arrangement in partnership with Dorset Council. The local increases were as follows;

    - BCP Council £20.1m (£19.8m 2020/21) 1.5% increase
    - Dorset Council £14.2m (£14.1m 2020/21) 1.0% increase

Summary of equality implications

34. A full equalities impact assessment will be undertaken as part of the final February 2022 report to members as part of the annual budget process.

Summary of risk assessment

35. A significant level of uncertainty is associated with the government's financial planning framework, which delivered an annual settlement only for 2021/22 rather than the intended three-year timeframe.

36. Significant new models of funding local government are expected to impact over the MTFP period. This includes implementing changes signalled well before the start of the pandemic for business rates and adult social care, with it not yet possible to estimate the financial outcome for the council.

37. Significant assumptions have been made regarding the level of demand for council services, the associated costs, and the timing and level of savings to be delivered by the transformation programme which began in April this year.

38. It has also been assumed that the council will continue not to supplement the dedicated schools grant from its own resources, as prohibited by current legislation without specific government approval. The accumulated deficit is currently escalating in the order of £10 million per annum with a successful recovery plan not yet in evidence.

Background papers

39. February 2021 Budget report to Council

    http://ced-pri-cms-02.ced.local/mgAi.aspx?ID=3925&LO=1#mgDocuments

Appendices

A MTFP Timeline

B Financial Strategy

C Key Assumptions

D Benchmarking – Unearmarked Reserves

E Benchmarking – Capital Financing Requirement (Debt)

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Key Financial Reports - 2021/22 Budget Monitoring & 2022/23 Budget Timeline

Date	Event	Report Title / Action	Detail
23 June 2021	Cabinet	Medium Term Financial Plan (Update)	To include. • Update on MTFP • Proposed financial strategy • Budget process
23 June 2021	Cabinet	Financial Outturn Report 2020/21	Summary report covering the financial outturn for the second year of operation of BCP Council 2020/21.
31 August 2021		Corporate Directors & Service Directors	Deadline to produce a refresh of the MTFP baseline financial resource requirements for each service. Please note intent to extend to a five-year time horizon (to the 31 March 2027
9 September 2021	Audit & Governance	2020/21 Statement of Accounts	Report presents the 2020/21 statement of accounts for BCP Council including the Annual Governance Statement.

Appendix A

Date	Event	Report Title / Action	Detail
29 September 2021	Cabinet	Quarter One 2021/22 Budget Monitoring Report	First quarter (April to June) budget monitoring for 2021/22.
27 October 2021	Cabinet	Medium Term Financial Plan (Update)	To include. • fundamental refresh of the MTFP • progress towards delivering a balanced budget for 2021/22
November 2021		Budget Cafe	All Councillor Seminar
15 December 2021	Cabinet	2021/22 Budget Monitoring & MTFP Update	To include. • second quarter (July to September) in-year budget monitoring • progress on setting a balanced budget for 2022/23 • details of annual fundamental review of earmarked and unearmarked reserves.
12 January 2022	Cabinet	Council Tax - Taxbase Report	2022/23 Council Tax Taxbase
13 January 2022	Audit & Governance	Treasury Management Strategy 2022/23	Seek approval for 2022/23 treasury management strategy

Appendix A

Date	Event	Report Title / Action	Detail
February 2022		Presentation to representatives from Commerce & Industry	Statutory consultation on 2022/23 Budget & MTFP
9 February 2022	Cabinet	Quarter Three 2021/22 Budget Monitoring	Third quarter (October to December) budget monitoring for 2021/22.
9 February 2022	Cabinet	2022/23 Budget & MTFP Update	To include. • 2022/23 Provisional Local Government Finance Settlement • 2022/23 Budget Proposal • 2022/23 Council Tax Resolution
9 February 2022	Cabinet	Housing Revenue Account (HRA) 2022/23 Budget Setting	Seeks approval for the Housing Revenue Account (HRA) which is the separate account that ring-fences the income and expenditure associated with BCP Council's housing stock. Includes rents, service charges and other charges to tenants.
9 February 2022	Cabinet	Dedicated Schools Grant (DSG) and Early Years Funding Formula 2022/23	Setting the 2022/23 funding formulae for early education and childcare for eligible 2 year olds and all 3 and 4 years olds, mainstream schools for pupils in reception to year 11.

Appendix A

Date	Event	Report Title / Action	Detail
22 February 2022	Council	2022/23 Budget & MTFP Update Report	Formal approval of the following; • General fund 2022/23 budget and council tax • Education and childcare funding formula • Housing Revenue Account 2022/23 budget and tenant charges.
March 2022	n/a	n/a	Publish 2022/23 Budget Book
27 July 2022	Cabinet	2021/22 Financial Outturn Report	Summary report covering the financial outturn for the third year of operation of BCP Council 2021/22.

Subject to determination

- The 2021/22 budget monitoring reports and the 2022/23 MTFP Budget reports will be subject to consideration by the Overview and Scrutiny Board.
- Dates of the precept meetings for the Town, Parish and Neighbourhood Councils in Christchurch and the Chartered Trustees in both Bournemouth & Poole

BCP Financial Strategy 2022/23

1. A financial strategy is integral to the development of the overall organisational health of the council. Its aim is to detail how the council plans to finance its operations and meet its strategic priorities. The intent of the strategy is to set out the themes and categories the council will look to further develop as a means of delivering a balanced budget for 2022/23 and any underlying actions that need to be taken. The document will also support the approval of the medium-term financial plan (MTFP) and a positive value for money judgement for the authority.
2. The strategy will help BCP continue to build a culture of strong and effective financial management, a culture which has enabled the council to deliver;

   a) a financial outturn which was within the parameters of its original budget for 2019/20. No mean feat for the first year of operating a new council created following the most complex local government reorganisation for 45 years and with only eight months' notice.

   b) a financial outturn for 2020/21 which was within the parameters of its original budget for 2020/21. No mean feat for the second year of operating new council and a year impacted by the Covd19 global pandemic.

   The council has and will clearly need to continue to harness the positive focus, goodwill and personal contribution from councillors and officers which enabled these outcomes to be achieved.
3. Good practice suggests that in considering its budget strategy local authorities should ask itself the following question "can the council balance its books without taking significant risks with taxpayers' money". If the answer is no, then the council should rethink its budget strategy and what is affordable and sustainable service levels.

Financial Context

4. In considering the development of the 2022/23 budget for BCP Council it will be important that it is within the context of a unitary authority which is currently only in its third year of operation with turnover of around £0.8 billion per annum and an annual net budget which for 2021/22 is £241 million per annum. It is also critical that consideration is given to the ambition and purpose of the council as expressed through what is referred to as the Council's Big Plan and the approved Corporate Strategy as well as the ongoing impact on the organisation's financial and non-financial resources of the global Covid-19 public health emergency.
5. Our Big Plan is our vision that the BCP city region will be world class and one of the best coastal places in the world in which to live, work, invest and play. This vision picks up many of the aspirational themes for the place from the original Local Government Reorganisation planning papers.
6. Our Big Plan is supported by five major projects which have been developed to deliver big changes across our whole area over the next five to ten years. It is expected that these will support the creation of 13,000 jobs across all sectors of our economy, creating wealth for our businesses and livelihoods for our families. The five projects can be listed as;

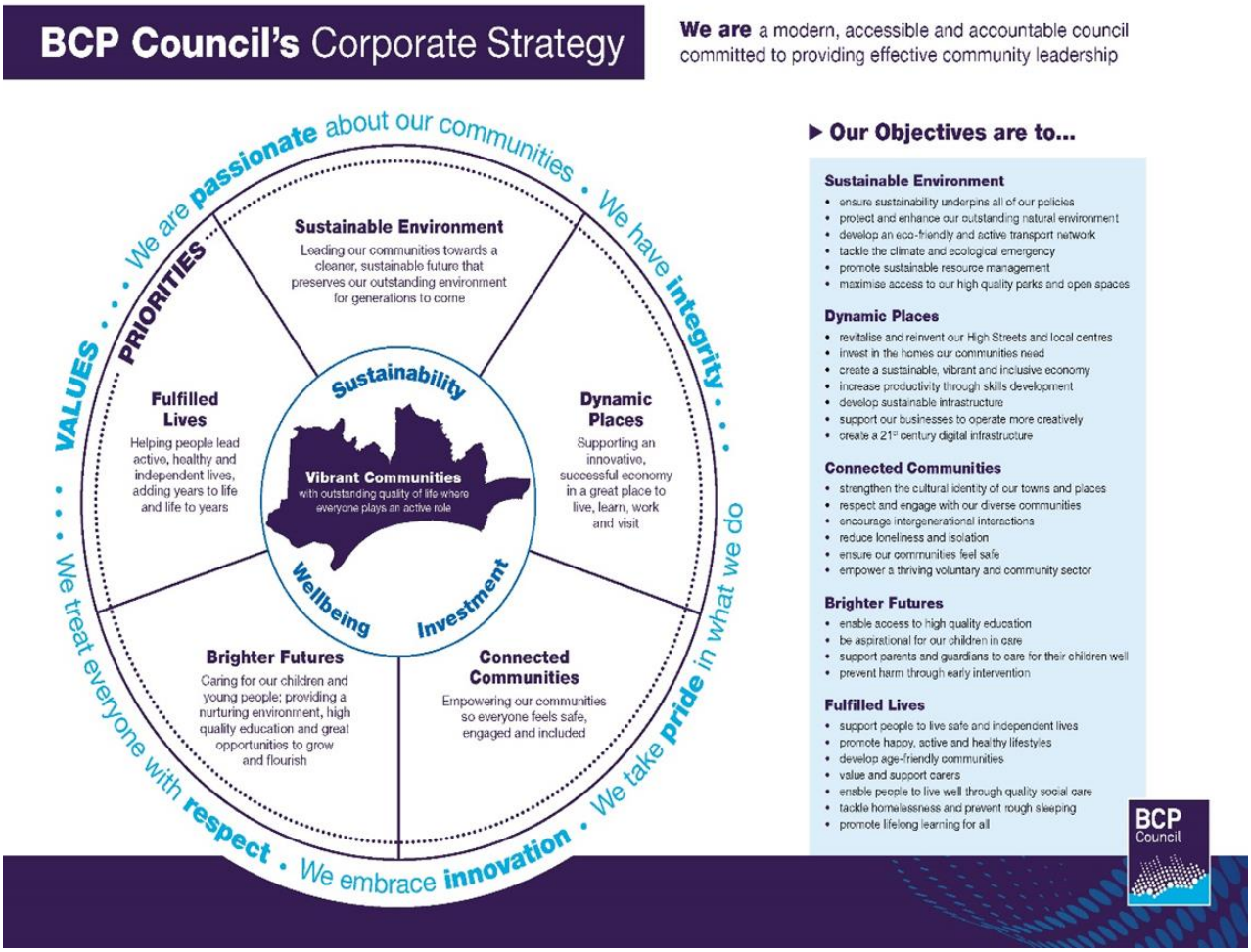
- **Investing in an iconic cityscape**. Demonstrating our pride through a positive and innovative imagine recognising the clean and green quality of both our urban and natural environments.
- **Investing in our seafront**. Enhancing what is already recognised as amongst the cleanest and most beautiful city region coasts in the world.
- **Rejuvenating Poole**. Bringing a vibrant, attractive and sustainable mix of residency, business, hospitality, retail, culture, and green spaces to the heart of Poole, the quay and the area between the two bridges.
- **Investing in the physical and digital infrastructure**. Designed to ensure that BCP has the best connectivity in the country, whether through superfast broadband and digital connectivity or through land, air, and sea transport.
- **Aim to deliver more than 15,000 new homes.** For all incomes, through both our own civic investment and by supporting and enabling developers to build homes with a mix of affordable and high-end apartments and houses.

These projects reflect the scale of the council's ambition for the area and enable the articulation of our vision with key regional and sub-regional partners and with government. These projects are underpinned by the work we will do to develop vibrant **communities**, to promote our **culture** and our leisure and entertainment offer, and to ensure the BCP city region becomes one of the best places in which **children** can live, learn, grow up and succeed.

7. The Big Plan is further supported by the BCP Corporate Strategy which was adopted by the council on 5 November 2020. The vision is to create vibrant communities with outstanding quality of life where everyone plays an active role. The high-level strategy set out five council priorities and a commitment to become a modern, accessible, and accountable council committed to providing effective community leadership. These priorities are:

- **Sustainable Environment** - leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come.
- **Dynamic Places** - supporting an innovative, successful economy in a great place to live, learn, work and visit.
- **Connected Communities** - empowering our communities so everyone feels safe, engaged and included.
- **Brighter Futures** - caring for our children and young people; providing a nurturing environment, high quality educations and great opportunities to grow and flourish.
- **Fulfilled Lives** - helping people lead active, healthy and independent lives, adding years to life and life to years.

Figure 1: BCP Corporate Strategy



8. The Corporate Strategy is promoted by an agreed set of core values and delivery plans which set out how the council will achieve the priorities.
9. As with the 2021/22 budget any update of the medium-term financial plan needs to be cognisant of the legacy impact of the world's biggest public health emergency for a generation. Since March 2020 the Covid-19 global pandemic has required ongoing urgent and decisive action to support our community and maintain the integrity of the council's financial position and future sustainability.

Latest MTFP

10. The intent with a medium-term financial plan is to set out the financial implications of the Councils Corporate Strategy, objectives, and policies and then to consider these against the resources projected to be available. This then provides a basis for service decision making. Although the statutory local authority budget process is an annual one a longer-term perspective is essential if the council is going to be able to demonstrate financial sustainability.
11. Historically progress had been made with promoting effective medium-term financial planning through multi-year local government financial settlements from central government. Uncertainty due firstly to the national political landscape and then the impact of the public health pandemic has meant that a series of one-year local government financial settlements have been issued over the last few years.

12. As a relatively new council, setting the budgets in the first three years has been a challenge due to the lack of complete historical data and trend analysis information for the council as a single entity. What comparative information is available, comparing 2020/21 with 2019/20, will be distorted by the impact covid-19 had from March 2020 onwards. Looking forward to 2022/23 there will be even further uncertainty associated with the legacy impact of the public health emergency, its ongoing cost legacy, and the extent to which the council's income streams will return to pre-covid levels.

13. The current approved MTFP was as agreed by Council in February 2021 and can be summarised as follows;

Figure 2: February 2021 Approved MTFP

	2022/23 £m	2023/24 £m
Annual Funding Gap	17.0	(9.5)
Cumulative – Net Funding Gap	**17.0**	**7.5**

14. It is important that it is understood that this position is produced based on the following key assumptions;

a) A 4.99% increase in council tax for 2022/23 (equivalent to £10.9m in extra revenue) and a 1.99% increase in 2023/24 (£4.3m in extra revenue). It should be emphasised that the 2022/23 potential council tax increase includes the 3% Adult Social Care precept deferred from 2021/22.

b) A 1.5% increase in the councils taxbase (number of band D equivalent properties) for 2022/23 and a 0.5% increase for 2023/24.

c) Total annual cumulative transformation savings of £25m underpinning the 2022/23 budget and £42.4m underpinning the 2023/24 budget.

d) Income levels generally returning to pre-covid levels from 2022/23 onwards. The MTFP is therefore premised on £12.3m of additional income generation in 2022/23 compared to 2021/22.

e) The harmonisation of BCP Council's pay and grading structures within a cost neutral framework.

f) A 2% pay award from 2022/23 onwards.

g) The drawdown of £2.1 million from the MTFP Mitigation Earmarked Reserve in 2022/23.

15. Appendix C to the substantive Cabinet report includes further details of the assumptions being used in support of the MTFP.

16. In terms of updating the MTFP it is recommended that the council prepares the financial strategy on what has been assessed as the most likely scenario (**Scenario A**). It is also worth reflecting that different scenarios are possible due to the considerable uncertainty that exists at this moment in time. To emphasise the point an alternative scenario (**Scenario B**) is summarised below;

Figure 3: Scenario B

£10.1m Total MTFP pressure for 2022/23 based on scenario A

£3.1m Fair Funding Review redistribution of resources. Assume no worse than the previous impact of negative revenue support grant (RSG) in the first year in a dampened formula arrangement.

£2.2m Council Taxbase recovery post Covid19 not as high as modelled. A decrease to 0.5% would create a pressure compared to scenario A.

£2.5m Income levels do not recover from Covid19 in the manner current anticipated. Revised assumption with improvement level of 80% rather than 100%.

£0.9m Pay award moves to 2.5% rather than 2%.

£6.3m Council does not achieve the £25m of assumed transformation savings currently being assumed in the 2022/23 Budget. Sensitivity on a 25% variation.

£25.1m Total Scenario B MTFP pressure

17. Figure 4 below sets out the latest MTFP position to 31 March 2024. It should be highlighted that the table shows the incremental changes, positive and negative, from the preceding year. It does not show absolute amounts although these are shown in Figure 5 below.

Figure 4: Latest MTFP Position (incremental terms) – Scenario A

21/22 £m	Additional Investment into Services	22/23 £m	23/24 £m	Total £m
13.0	Adult social care inc public health	10.9	10.6	**21.5**
7.2	Children's services	2.1	2.2	**4.3**
2.9	Environment and communities	0.8	1.8	**2.6**
1.4	Regeneration and economy	1.5	0.0	**1.5**
1	Resource services	0.2	0.2	**0.4**
13.7	Income impacted by COVID-19	(12.6)	(0.5)	**(13.1)**
1.8	Contingency - pay award	3.1	3.2	**6.3**
0.0	Pay Award additonal 0.5% 21/22	0.9	0.0	**0.9**
2.4	Contingency	(1.6)	0.0	**(1.6)**
0.0	Core government funding changes	2.1	0.8	**2.9**
23.9	Transformation programme costs including borrowing	(23.6)	0.0	**(23.6)**
3.5	Transformation - ongoing revenue costs	0.5	0.5	**1.0**
1.7	Minimum revenue provision & interest payable	0.7	0.3	**1.3**
4.8	Corporate priorities	(1.6)	0.0	**(1.6)**
(1.2)	Investment related to the high needs deficit	0.0	0.0	**0.0**
(2.8)	Revenue contribution to capital	0.0	0.0	**0.0**
0.0	Contribution to unearmarked reserves	0.7	0.0	**0.7**
0.0	Corporate pressures	0.1	0.0	**0.1**
0.0	Pension fund – tri-annual revaluation impact	(0.1)	0.2	**0.1**
73.3	**Total Additional Investment into Services**	**(15.9)**	**19.3**	**3.7**
	Cumulative Investment into Services	**(15.9)**	**3.4**	

21/22 £m	Additional Resources	22/23 £m	23/24 £m	Total £m
(3.4)	Council tax – income	(10.9)	(4.3)	**(15.2)**
5.9	Council Tax Base	(3.4)	(2.3)	**(5.7)**
1.7	Business rates income	0.0	0.0	**0.0**
4.2	Collection fund – (surplus) / deficit distribution net of S31 grant	0.7	0.0	**0.7**
0.0	Use of reserves	(2.1)	2.1	**0.0**
(0.6)	NNDR 75% loss grant through reserves	0.0	0.0	**0.0**
(0.4)	Council tax 75% loss grant through reserves	0.0	0.0	**0.0**
(3.8)	Local council tax support scheme grant 2021/22	3.8	0.0	**3.8**
(1.7)	Sales, fees and charges compensation 2021/22	1.7	0.0	**1.7**
(1.1)	Top slice covid pressures grant 2021/22	1.0	0.0	**1.0**
0.0	Social care funding	0.0	0.0	**0.0**
0.1	Investment income	(0.5)	0.0	**(0.5)**
(25.2)	Refinancing of capital programme	25.2	0.0	**25.2**
(4.7)	Review of inherited resources	4.7	0.0	**4.7**
(23.6)	Transformation programme funding - capital receipts / reserves	23.6	0.0	**23.6**
(7.5)	Transformation savings	(17.5)	(17.4)	**(34.9)**
(13.2)	Service based savings	(0.3)	(0.4)	**(0.7)**
(73.3)	**Total annual extra resource & savings**	**26.0**	**(22.3)**	**3.7**
	Cumulative extra resources & savings	**26.0**	**3.7**	

Annual – Net Funding Gap	**10.1**	**(3.0)**	**7.4**
Cumulative MTFP – Net Funding Gap	**10.1**	**7.1**	

Appendix B

Figure 5: Latest MTFP Position (absolute & incremental terms) – Scenario A

	Adjusted Net Budget 2021/22 £m	MTFP 2022/23 £m	Net Budget 2022/23 £m	MTFP 2023/24 £m	Net Budget 2023/24 £m
Adult Social Care *(Including Public Health)*	**117.0**	10.0	**127.1**	10.3	**137.3**
Children's Services	**68.1**	2.3	**70.4**	2.2	**72.6**
Environment & Community	**50.2**	0.4	**50.6**	1.9	**52.5**
Regeneration & Economy	**18.6**	(9.7)	**8.9**	(0.5)	**8.4**
Resources	**33.8**	(0.5)	**33.4**	0.1	**33.4**
Transformation Revenue Implications	**3.5**	0.5	**4.0**	0.5	**4.5**
Corporate Priorities	**6.2**	(1.7)	**4.6**	0.0	**4.6**
Net cost of services	**297.5**	**1.4**	**298.9**	**14.4**	**313.3**
Provision for repayment borrowing (MRP)	**12.0**	0.5	**12.5**	0.5	**13.0**
Pensions	**5.5**	(0.1)	**5.5**	0.2	**5.7**
Revenue contribution to capital	**0.0**	0.0	**0.0**	0.0	**0.0**
Interest on borrowing	**3.2**	(0.0)	**3.2**	(0.0)	**3.2**
Contingency	**3.6**	(1.9)	**1.7**	0.1	**1.8**
Contingency - pay award	**1.8**	4.0	**5.8**	3.2	**8.9**
Movement to and (from) reserves - inc unearmarked	**0.7**	0.7	**1.4**	0.0	**1.4**
Admin Charged to Grant Income	**(0.4)**	0.0	**(0.4)**	0.0	**(0.4)**
Use of Reserves - NNDR Section 31 Grant	**(39.5)**	39.5	**0.0**	0.0	**0.0**
Use of Reserves - NNDR 75% Loss Grant	**(0.6)**	0.0	**(0.6)**	0.0	**(0.6)**
Use of Reserves - Ctax 75% Loss Grant	**(0.4)**	0.0	**(0.4)**	0.0	**(0.4)**
Use of Reserves - MTFP Mitigation	**0.0**	(2.1)	**(2.1)**	2.1	**0.0**
Levies (Environment Agency / Fisheries)	**0.6**	0.0	**0.6**	0.0	**0.6**
Apprentice Levy	**0.6**	0.0	**0.6**	0.0	**0.6**
Revenue expenditure on surplus assets	**0.2**	0.0	**0.2**	0.0	**0.2**
Investment property income	**(5.0)**	0.0	**(5.0)**	0.0	**(5.0)**
Income from HRA	**(1.2)**	0.0	**(1.2)**	0.0	**(1.2)**
Interest on cash investments	**(0.0)**	0.0	**(0.0)**	0.0	**(0.0)**
Dividend income	**(0.1)**	0.0	**(0.1)**	0.0	**(0.1)**
Transformation Programme Costs	**0.0**	0.0	**0.0**	0.0	**0.0**
Transformation Saving Target 2021/22	**(7.5)**	(17.5)	**(25.0)**	(17.5)	**(42.4)**
Refinancing of Capital Programme	**(25.1)**	25.1	**0.0**	0.0	**0.0**
Review of inherited resources	**(4.7)**	4.7	**0.0**	0.0	**0.0**
Net Budget	**241.1**	**54.3**	**295.4**	**3.1**	**298.5**
Council Tax income	**(214.5)**	(14.1)	**(228.6)**	(6.9)	**(235.5)**
Net income from Business Rates	**(56.4)**	0.0	**(56.4)**	0.0	**(56.4)**
Revenue Support Grant	**(3.0)**	0.0	**(3.0)**	0.0	**(3.0)**
New Homes Bonus Grant	**(2.6)**	1.7	**(0.8)**	0.8	**0.0**
LCTS Grant 2021/22	**(3.8)**	3.8	**0.0**	0.0	**0.0**
Lower Tier Service Grant 2021/22	**(0.4)**	0.4	**0.0**	0.0	**0.0**
Sales, fees and charges compensation 2021/22	**(1.6)**	1.6	**0.0**	0.0	**0.0**
Top Slice Covid Pressures Grant 2021/22	**(1.0)**	1.0	**0.0**	0.0	**0.0**
Collection Fund (Surplus) / Deficit Distribution NNDR	**40.3**	(39.5)	**0.9**	0.0	**0.9**
Collection Fund (Surplus) / Deficit Distribution Council Tax	**2.0**	0.6	**2.7**	0.0	**2.7**
Total Funding	**(241.1)**	**(44.2)**	**(285.3)**	**(6.0)**	**(291.4)**
Annual – Net Funding Gap	**(0.0)**	**10.1**	**10.1**	**(3.0)**	**(3.0)**
Cumulative MTFP – Net Funding Gap			**10.1**		**7.1**

11. The key difference between the MTFP as set out in Scenario A and the position approved as part of the 2021/22 Budget report is the approach to the funding of the transformation programme. As part of the 2021/22 Budget the council endorsed the following financial commitment and profile of the transformation programme budget;

Figure 6: Approved Transformation Programme expenditure profile

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Total Expenditure	**5.18**	**26.33**	**8.77**	**2.45**	**1.79**	**44.52**

12. This overall commitment was scheduled to be funded as follows;

    £5.80m Capital via prudential borrowing

    £13.81m Capital Receipts generated before 31 March 2022.

    £12.90m Transformation Mitigation Reserve (*)

    £12.01m Base Revenue Budget funding for the transformation agenda

    £44.52m Total Transformation Programme approved investment

    (*) noting that the preference would be for his drawdown to be avoided by the use of additional capital receipts.

13. The approach to funding transformation has now been changed following an announcement by Government that they will extend the deadline for the Flexible Use of Capital Receipts policy by 3 years from 31 March 2022 to the 31 March 2025. This policy enables capital receipts to be used to fund transformation revenue expenditure incurred which produces long term savings or reduced service delivery costs. The standard statutory controls framework specifies that capital receipts can only be used to fund capital expenditure. The extension in the time period followed direct representation by BCP Council and other local authorities.

14. The announcement by government of the extension to Flexible Use of Capital Receipts (as set out in sections 9 and 10 of the report) and the financial outturn for 2020/21 combine to provide the option to refinance the programme as follows;

    £5.80m Capital via prudential borrowing

    £5.11m Actual capital receipts generated in 2020/21

    £17.46m Estimated capital receipts generated before 31 March 2025.

    £14.15m Transformation Mitigation Reserve (*)

    £2.00m Non-General Fund contributions

    £44.52m Potential revised Transformation Programme approved investment

    (*) noting that the preference would be for this drawdown to be avoided by the use of additional capital receipts.

    In essence it is now proposed to finance the £12.01m due to be financed from the revenue budget of the council (£7.77m 2022/23, £2.45m 2023/24, £1.79m 2024/25) from capital receipts. This reduces the net MTFP funding gap in those years by these amounts.

15. In respect of the robustness of this £17.46m requirement for capital receipts, £11.02m is scheduled for delivery from 2021/22 onwards. This leaves £6.44m to be identified in line with the Net Asset Generation element of the financial strategy as set out later in this report. It should also be highlighted that the capital receipt can be generated at any time in the period to 31 March 2025 provided a temporary funding source exists to provide an interim funding solution. Based on the following updated profile of spend, as well as the potential to utilise the Transformation Mitigation

Reserve, it is not then envisaged that the council will have to deliver the residual capital receipt value before 2023/24.

Figure 7: Updated Transformation Programme expenditure profile

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Total Expenditure	**1.50**	**22.61**	**12.00**	**6.37**	**2.05**	**44.52**

16. Additional differences within the latest MTFP position include;

- The improvement in the 2020/21 financial outturn and the resources transferred to the MTFP Mitigation Reserve mean there are additional resources available to support the 2022/23 budget.
- The additional annual contribution to unearmarked reserves as set out in section 22 of this document.
- The extra cost pressure of up to £101k per annum for establishing a multi-disciplinary team and homeless health centre, as per the 26 May 2021 Cabinet report. This pressure is subject to ongoing work to refine the amount by consideration of the commissioning model and third-party contributions.
- The financial implications of the Council Sustainable Fleet Management Strategy and Fleet Replacement Programme set out as a separate report on the June 2021 Cabinet agenda.
- Potential for a 1.5% local government pay award for 2021/22 as per the offer made on the 17 May 2021 by the National Local Government Employers organisation to the trade unions. As part of the base budget revenue contingency provision was made for the equivalent of a 1% award which by implications requires a further provision of 0.5% to be recognised moving forward.

17. In developing the budget strategy for 2022/23 the Council has been reflective of the outcomes of the CIPFA Financial Resilience index and other financial benchmarking. In that respective four areas are particularly pertinent and have been used to shape the budget strategy and MTFP as set out as follows;

1) **Level of unearmarked reserves**. As a matter of prudence, the proposal is to improve the level of unearmarked reserves held so the Council can position itself in the middle compared to all upper tier authorities including unitary, county, and metropolitan authorities. Undertaking this analysis as a percentage of net revenue expenditure ensures the relative size of the council is considered. The approach as set out in Appendix D is to move to this position over the five years of the MTFP which is the period it is proposed to extend the plan to when it is refreshed during the summer. The appendix shows that the council currently has unearmarked reserve of 5.4% with 6.1% representing the mid-point. Increasing our unearmarked reserves to this level will require an extra £3.56m to be set aside which over a five-year period equates to £0.71m per annum. Appendix E provides the relevant benchmarking analysis.

2) **Self-imposed levels of debt as set out by the Councils Capital Financing Requirement (CFR)**. Such levels are a requirement of the CIPFA Prudential Code and link into the prudential indicators agreed by Council as part of its annual Treasury Management Strategy. Again, the intention is to move to the mid-point of all upper tier authorities as a percentage of net revenue expenditure. Such an approach has enabled the Council to determine that it has debt headroom of £212 million compared to its 31 March 2024 forecast position. This provides the parameters for the additional amount available to the Council to support its regeneration and big plan ambitions. This amount is additional to the £184 million already set aside via prudential borrowing in the capital programme to support service delivery, housing and regeneration schemes over

the next three years such as those the being delivered to increase its housing stock and the schemes being delivered by the Bournemouth Development Company (BDC). The Audit and Governance Committee will be requested to endorse the approach as part of the development of the 2022/23 Treasury Management Strategy. Appendix F provides the relevant benchmarking analysis.

3) **Net Asset Generation**. Under this approach it is clear that the Councils intention is to buy, build or create assets with an overall value of £396 million more than those held as at the 31 March 2021. An approach which presents a compelling business case to support the release of assets no longer needed for service delivery, regeneration or housing. This approach will support the delivery of the capital receipts required to fund the transformation programme.

4) **Adult Social Care Use of Resources Assessment**. The Council has used John Jackson the National Care and Health Improvement Adviser, Finance and Risks to undertake a use of resources assessment by the council's adult social care services. In benchmarking our spend in areas such as younger adults, older people and proportion of spending funded by the NHS it is proposed to identify the potential for reductions in third party spend or the amount directly spent on care and support costs.

18. Below are the current key elements of a potential financial strategy for 2022/23.

Delivering the transformation programme savings

19. A high-level business case was presented to Cabinet in November 2019 which set out the original scope of the council's organisation design project, which was facilitated by KPMG, and identified that it could potentially deliver up to £43.9 million of gross annual savings by year 4 based on an investment of £29.5 million. The profile of these savings was assumed to accumulate as £7.8 million in year 1 growing to £16.5 million in year 2, £36.9 million in year 3 and £43.9 million in year 4.

20. Council on the 7 July 2020 and 23 February 2021 subsequently agreed to the extension of the project to a £44.52 million investment programme referencing the quantum leap forward in different ways of working as a consequence of the Covid-19 public health emergency and the need to accelerate the pace at which we generate savings and efficiencies. The 2021/22 Budget report set out that £42.4 million has now been hardcoded into our MTFP as our minimum expectation of savings over the period to 31 March 2024 with the accumulating savings target being £7.5 million in 2021/22, £25.0 million in 2022/23 and £42.4 million in 2023/24. It should also be highlighted that these savings targets;

    1. are the key driver of the council's financial sustainability.
    2. are separate from any associated LGR/transformational savings delivered as part of either the 2020/21 or 2021/22 budgets.
    3. should be delivered from the following areas (based on KPMG original business case);

        45% Third party spend

        26% Customer contact

        13% Enabling functions

        12% Service redesign. This will include the review models for the delivery of the councils housing stock and to consider a future consistent operating model.

        4% Cost recovery or the alignment of fees and charges policies across all services, benchmarked to those charged by other local authorities.

21. The 2021/22 in-year budget monitoring reports will set out the progress in delivering the £7.5 million transformation savings target for the current financial year. However, it may be worth identifying that just over £10 million of the accumulated £25 million savings target for 2022/23 has currently been itemised.

Transformation estates and accommodation project

22. The delivery of the council's Estates and Accommodation Strategy will enable the organisation to reduce its exposure to a large and inefficient office accommodation estate, whilst at the same time supporting the development of single council identity where staff work in modern and flexible ways, delivering services that are transformed in order to be as customer focused and as financially efficient as possible.

23. The first phase of the project is the creation of the BCP Council Civic Centre and administrative hub based at Bournemouth Town Hall and the relocation of the customer service offer to local libraries which will enable modern ways of working whilst bringing Council services closer to their communities. Cabinet and Council in November 2020 agreed a £6.6 million budget for this work comprising of £5.7 million in capital costs funded through prudential borrowing and £0.9 million in one off revenue costs. After taking account of the principle and interest repayments on the borrowing this investment should enable annual savings from running the previous civic estate of over £1 million per annum from 2022/23 onwards.

24. As part of the second phase of the project the Council has appointed Avison Young to support us with a Portfolio Review and Estate Framework workstream which is designed to help us define our future core estate requirements. This work stream will help us define the physical estate we need to support all future service delivery and corporate objectives, alongside considering future estate management arrangements by determine an appropriate Corporate Landlord Model for the Council. In doing so assets no longer required will be identified which will then be put forward, either for regeneration or for disposal (subject to a compelling business case).

Driving out value from land and building assets

25. The ambition to pass on more assets to future generations than we have inherited by driving regeneration underpinned by the ability to obtain low borrowing rates from the public works loan board for such activity. This will be facilitated by the establishment of an Urban Regeneration Company (URC) to give this ambition specific drive, energy, and focus.

Non-transformation service-based savings

26. The table below sets out an analysis of the £41.2 million of total savings and efficiencies for 2019/20 (£11.2 million), 2020/21 (£9.4 million) and 2021/22 (£20.6m) that have been used in support of the budgets set for each of those three financial years.

27. These savings generally flow from reduced staffing, reduced operational costs, or from creating common and consistent charging policies following the creation of the new council as part of the review of local government in Dorset. Explicitly they also include £7.5m in assumed savings from the transformation programme.

Figure 8: Analysis of service-based savings (shown on an incremental basis)

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

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

29. As part of the financial strategy supporting the 2022/23 budget of the council services are encouraged to continue to deliver non transformation service-based savings and efficiencies. This includes driving down the cost of services and the cost / demand pressures currently included in the MTFP. The approach should continue to be supported by benchmarking the cost of services with other unitary councils.

Financial Management Framework

30. Through the continuation of the strong financial management framework as supported by Portfolio Holders, Directors, and budget holders ensure delivery of services within the parameters of the 2021/22 Budget.

31. All employees must obtain prior approval for any expenditure it is proposed to incur connected to Covid19 which it is proposed be funded from the drawdown of the tranche 5 (2021/22) unringfenced government Covid19 grant allocation.

32. All employees must obtain prior approval from the Corporate Management Board to incur any expenditure not provided for within their 2021/22 base revenue budget.

33. As part of this workstream monthly budget overview meetings will take place during 2021/22 to consider progress on issues such as the transformation, capital receipts, and key financial health indicators. This will be supplemented by the separate High Needs Recovery Board

34. A key element of this monitoring will be determining the extent to which the sales, fees and charges income streams are recovering from the adverse impact caused by

Covid-19. Consideration will also need to be given to any specific actions that can be taken to aid this recover.

Annual refresh of the MTFP

35. Fundamental annual refresh of the MTFP for each service with an intention to extend the plan to cover a five-year time horizon (to the 31 March 2027). This will include a review of the 2020/21 financial outturn to determine the extent that future base revenue budgets should be adjusted recognising the uncertainty caused by covid-19.

Pay and Grading Harmonisation

36. The council continues to have a workstream working to deliver a harmonised pay and grading structure with the current work plan indicating that the new structure will become effective from January 2022.

37. The ongoing assumption continues to be made that this new pay and grading structure for BCP Council will be cost neutral.

National and Regional Monitoring / Government Lobbying

38. Financial planning is difficult at the best of times let alone at a time when the country hopefully emerges from a global pandemic and outside of a clear financial planning framework from government. Such a framework is normally provided by three- or four-year government spending reviews which set the departmental spending limits and although not at a local authority level provide a degree of certainty and stability for the council's own financial planning. The last multiyear spending review ended in 2019/20 and one-year spending rounds/reviews were issued in support of the 2020/21 and 2021/22 local government finance settlements. It is hoped that a longer-term spending review will be issued for 2022/23.

39. In addition, ministers have announced that they are still keen to implement the Fair Funding Review (FFR) but are reluctant to make commitments about the timescale. The FFR is about a wholescale reform of how Councils are funded. It will essentially propose a new "needs" assessment for each local authority, then make a deduction based on the amount of council tax that each authority could collect ("resources"). It is anticipated that there would be a transitional period with "dampening" arrangements applied. Certain existing specific grants are expected to be transferred into the need's assessment such as the Improved Better Care Fund, Social Care Support grant and the Public Health grant. To accommodate the funding of these changes the governments intent is to make changes to business rates and other funding streams which includes the possibility of moving to a 75% business rates retention model.

40. Monitoring of these and other national policy developments alongside any local sector specific announcements will be a key requirement in constructing the budget for 2022/23. This will include those associated with the Fair Funding Review, 75% business rates retention, future funding of social care and the pay award

41. As part of this workstream the council will continue to encourage the government to meet the original commitment from Robert Jenrick the Secretary of State for Housing, Communities and Local Government that promised councils will get all the resources they need to cope with the pandemic. A commitment evidenced by the governments comprehensive package of support towards 2020/21 and first quarter of the 2021/22 budgets.

Investment in assistive technology

42. Consider the extent to which investment in assistive technology can be used to improve service delivery and be used to reduce the ongoing cost of service provision for example in adult social care.

Ongoing review of the capital programme financing and provisions

43. Continue into phase 2 of the workstream with a particular emphasis on the review of 2020/21 and future years capital programme commitments that alternatively could be financed by the application of community infrastructure levy and s106 resources.

44. In addition, no opportunity should be missed in respect of refinancing the capital programme via prudential borrowing.

Deficit recovery plan Dedicated Schools Grant and High Needs Budget

45. A key consideration in assessing the adequacy of the council's reserves is the need to continual be alert to the risk associated with the deficit on its Dedicated Schools Grant (DSG) with specific reference to the high needs budget. In setting the original budget for 2020/21, in February 2020, the advice was that the deficit, predicted at that time to be £5.5 million on 31 March 2020 and £10.5 million on 31 March 2021, was held by the council and recognising its responsibilities to act reasonable and prudently it took steps in mitigation, namely the establishment of a financial liability earmarked reserve to act as a counterweight against the forecast deficit. Growing deficits are seen as a direct consequence of the 2014 Children and Families Act, which increased the range of ages of children and young people with SEND that councils had to support as well as raising significantly the expectations of parents across all age ranges without providing the necessary financial support.

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

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

    (a) must not charge to a revenue account an amount in respect of that deficit; and

    (b) must charge the amount of the deficit to an account established, charged and used solely for the purpose of recognising deficits in respect of its school's budget.

47. This means that the council cannot now contribute to the deficit, cannot hold a reserve to act as a counterweight and has been required to move the deficit to an unusable reserve where it will sit as though it did not exist. It does though mean that the council will be required to cash flow the deficit and continue to prioritise the work needed to reduce the deficit as the statutory instrument was silent on what the position will be from 1 April 2023.

48. Current projects show the projected DSG funding gap to be £15.7 million per year by 2023/24 equivalent to 28% of estimated annual government funding of £56 million. Consequentially the associated level of accumulated deficit will be approaching £43 million (over 75% of annual funding) by that year. The projected deficit over the period 2021/24, if current trends in demand and funding continue, is shown below.

    Figure 9: Actual/Projected High Needs Budget deficits

DSG Funding	Balance 1 Apr 19 £m	Balance 1 Apr 20 £m	Balance 31 Mar 21 £m	Balance 31 Mar 22 £m	Balance 31 Mar 23 £m	Balance 31 Mar 24 £m
Annual Shortfall		**1.0**	**3.3**	**8.3**	**11.3**	**15.7**
Deficit	**(3.6)**	**(4.6)**	**(7.8)**	**(16.1)**	**(27.4)**	**(43.1)**

49. A new High Needs Recovery Board chaired by the Chief Executive and attended by the Leader and relevant Portfolio Holder has been set up to examine this budget in greater detail and to look for solutions.

50. The clear risk will be in respect of the approach, and expectations, of government once the period of the statutory instrument comes to an end, namely the position for the 2023/24 financial year. If the Council is required to act as previously and set aside resources to act as a counterweight then the financial sustainability of the council would be challenged at that point bearing in mind the profile of its reserves are projected to be as set out below. It would though be hoped having taken the stance they have between the 1 April 2020 and 31 March 2023 that the government would not adopt such a position.

Figure 10: Profile of council reserves

	Balance 1 Apr 19 £m	Balance 1 Apr 20 £m	Balance 31 Mar 21 £m	Balance 31 Mar 22 £m	Balance 31 Mar 23 £m	Balance 31 Mar 24 £m
Un-earmarked Reserves	17.4	15.4	15.4	15.4	16.1	16.8
Earmarked Reserves	52.7	42.7	93.6	47.1	31.2	31.4
Total reserves	**70.1**	**58.1**	**109.0**	**62.5**	**47.3**	**48.2**
Covid19 Reserves	0.0	11.1	60.2	3.5	0.0	0.0
Total reserves	**70.1**	**69.2**	**169.2**	**66.0**	**47.3**	**48.2**

Reserves

51. Consideration will be given as to extent to which the 2022/23 Budget can and should be supported by any available reserves with specific reference to any available financial resilience earmarked reserves. By doing so this will enable a further period of recovery to prevent unnecessary adjustments to service delivery standards being made.

52. As part of this process the Council should continue to take all available opportunities to protect and further support the financial resilience earmarked reserves.

Investments in Council Priorities

53. As part of the 2021/22 Budget the council made a £7.2 million gross investment in council priorities as set out below;

Figure 10: 2021/22 Budget and MTFP Council Priorities Investments

	2021/22 £000's	2022/23 £000's	2023/24 £000's
Regeneration	1,750	1,750	1,750
Economic Development - Recovery	250	0	0
Cultural – Previous allocation	500	500	500
Cultural – Bounce-back	250	250	250
Highway Maintenance	1,155	1,155	1,155
Street Cleansing	453	453	453
Housing Delivery Strategy & predevelopment feasibility costs	300	300	300
Community Safety Accreditation Officers (6 posts)	240	240	240
Poole Park Railway	7	7	7
Youth Anti-Social Behaviour Officers (2 posts with 50% PCC)	50	50	50
Beach Cleansing	61	61	61
Health Hub	20	20	20
Mental Health Workers (2 posts)	80	80	80
Youth Parliament	25	25	25
Community Engagement Strategy (ABCD)	50	0	0
Climate Change	240	240	240
Unauthorised Encampments	50	0	0
Planning	250	0	0
BBF Bus	45	0	0
ABCD / Communities	70	70	70
Community Match Funding	100	0	0
Regional Growth Fund	35	0	0
Lake Pier Toilets	20	20	20
Officers (Bid writing and data)	50	50	50
Christchurch Feasibility Study	50	0	0
Assistive Technology	60	0	0
Beach Widening Feasibility	25	0	0
Education Catch Up	1,000	0	0
Sub Total – Gross Expenditure	**7,186**	**5,271**	**5,271**
Contribution from Additional Restrictions Grant	(250)	0	0
Contribution from the Pothole Grant towards highways maint.	(700)	(700)	(700)
Total - Net	**6,236**	**4,571**	**4,571**
Variance		-1,665	0

54. As part of the annual budget process these commitments will be reviewed and will potentially be amended in line with developing priorities.

Adam Richens - May 2021

Appendix B

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BCP Medium Term Financial Plan

Key Financial Planning Assumptions

The MTFP as presented is based on several key assumptions that although they have been informed by numerous factors such as government announcements, economic forecasts, and trend analysis, are also based on professional judgement. They can be listed as follows;

1. **Government funding**

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

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

A known risk BCP Council has held for some time is that as part the government's funding formulae some authorities are deemed to receive more income from council tax and business rates relative to other authorities. This perceived excess amount, known as negative revenue support grant (RSG), amounted to £3.1 million for Poole and Christchurch. The Government's stated intention was to remove these resources which would have meant the council paying across £3.1 million of its council tax and business rates resources to be redistributed nationally. The government however have provided what they described as one-off resources in the three years 2019/20, 2020/21 and 2021/22, to avoid negative RSG impacting on the council.

In addition, the government also announced that the existing new homes bonus (NHB) scheme which was originally due to cease in 2019/20 will be extended for a further year with no new legacy payments. NHB was introduced in 2011 to incentivise local authorities to encourage housing growth in their area. The government continue to explore how to incentivise housing growth and undertook a consultation on the future of the NHM between February 2021 and April 2021. BCP received NHB of £2.6 million in 2021/22 as set out below.

Figure 1: Profile of New Homes Bonus payments

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

In addition, the Government continue with its Fair Funding Review (FFR) workstream which is about a wholescale reform of how Councils are funded. It will essentially propose a new "needs" assessment for each local authority, then make a deduction based on the amount of council tax that each authority could collect ("resources"), and then "dampen" the changes. Ministers are keen to implement the FFR in 2022/23 but are reluctant to make commitments about the timescale.

Alongside the FFR, the Government is also planning to make changes to the Business Rates The proposal is that there would be some form of reset and it is still possible that the local share could increase from 50% to 75% while the funding for certain existing specific grants are expected to be transferred into the need's assessment. This could include the Improved Better Care Fund, Social Care Support grant and the Public Health grant.

2. Government Covid19 – Fundamental package of financial support

Initially as part of the 2020 spending review and then later as part of the local government finance settlement received on 17 December 2020, the government set out the broad framework of their comprehensive package of support designed to assist council in addressing the impact of the global public health emergency and honour the government's commitment to provide councils with all the support necessary to cope with the pandemic. Some of the detail was subsequently released or refined as part of the final 2021/22 Local Government Finance Settlement announced in February 2021.

The broad framework of the comprehensive package of financial support included.

a) Rephasing of collection fund deficits.

b) Compensation towards local tax losses.

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

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

e) Tranche 5 Covid19 grant to specifically cover cost pressures caused by the pandemic in the first few months of 2021/22.

In respect of (a) above, the council is permitted to spread the cost of council tax and business rate collection fund deficits as at 31 March 2021 over three years from 2021/22 to 2023/24. The amount that can be spread relates to only the "exceptional" deficits that occurred during 2020/21 as a result of the pandemic and are based on estimates that were made in January 2021 in accordance with the relevant legislation. As part of the 2021/22 budget the estimated total spread for the council's

share of collection fund deficits over three years were £8.012 million for council tax and £2.556 million for business rates.

Any difference between the estimated deficit as at January 2021 and the outturn position as at 31 March 2021 will be paid or received in full during 2022/23, as the phasing estimates cannot be amended retrospectively. These amounts will be confirmed as part of the January 2022 statutory calculations relating to the collection fund. The deficit position for council tax and business rates improved between the January estimate and March outturn and so the council will receive the difference as a one-off receipt in 2022/23 to compensate for overpaying against the estimated deficit over three years. The precise amount that the council is due to receive will depend on the calculations set out in the January 2022 collection fund estimates.

In respect of (b), the council will receive compensation in 2020/21 relating to council tax and business rate income losses, based on 75% of relevant losses that occurred due to the pandemic. As part pf the 2021/22 budget the council calculated the amounts due under the local tax loss support scheme, based on estimated data as at January 2021, and has budgeted to phase this income over the same three year period as the collection fund deficits.

Based on the January 2021 estimate, the council has budgeted for a total council tax compensation grant of £1.290 million over three years. The outturn calculation is that £1.089 million will be received. The difference of £0.2 million has been allocated to reserves as part of the 2020/21 outturn position in order that there is no detrimental effect on budgets over the next three years.

The full details of the business rate compensation scheme were not known when the grant calculations were made in January 2021. Unlike the council tax scheme, the business rate compensation was expected to include increases to provisions for appeals and bad debts, but this was not the case in the final scheme announced in March. Therefore, the budgeted business rate grant of £1.773 million over three years will reduce to £0.126 million. The difference of £1.647 million has been allocated to reserves as part of the 2020/21 outturn position in order that there is no detrimental effect on budgets over the next three years.

The 2021/22 budget included £3.833 million un-ringfenced funding relating to increased local council tax support scheme costs as a result of the pandemic, (c) above. This grant is included in the general fund for 2021/22 to help offset the financial impact of the reduction in the taxbase for 2021/22 caused by a 13.5% increase in the cost of working age claimants. Since the budget was set this amount has been confirmed by the government.

As part of the 2021/22 budget, the Council assumed £1.6m income from the extension of the sales, fees, and charges compensation scheme until the 30 June 2021, (d) above. Therefore, the services are not assuming that extra income generated from these sources during this period will improve the Council overall financial position as it is likely that any increases will be matched by corresponding reductions in the grant receivable.

In respect of (e) the Council was allocated £9.893m in unringfenced tranche 5 covid19 grant funding which as part of the Councils 2021/22 budget just over £1m was allocated to support specific costs around personal protective equipment and homelessness. Since the budget was approved in February 2021 the amount remaining available for allocation has changed in reflection of amounts allocated to 2021 resort management/summer resilience and clarification as to the amounts chargeable to other government funding streams such as the Contain Outbreak Management Fund.

Figure 2: 2021/22 Covid19 Grant (Tranche 5)

	Original Budget 21/22 £000s	Previous Estimate £000s	Latest Estimate £000s
Tranche 5 Grant Allocation	**(9,893)**	**(9,893)**	**(9,893)**
Allocated to 2021/22 Budgeted costs	1,030	1,030	350
Resort Management (January 2021)	-	1,060	309
Summer Resilience	-	-	884
Unallocated Resources	**(8,863)**	**(7,803)**	**(8,350)**

It is worth referencing that Directors of Adult Social Care received a letter from the DHSC on the 21st of January in which the Department stated, "they anticipate that a large proportion of this funding will be needed to fund additional pressures on adult social care services." Although not ringfenced the DHSC letter referred to using this resource for increased insurance premia and the loss of income due to reduced occupancy in care homes.

3. Pay award

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

The budget for 2021/22 made no provision for a pay increase in 2021/22. This position reflected the recent big falls in wages amid lower pay for furloughed employees, reduced bonus in the wider economy and the likely impact of rising unemployment in a recessionary economy.

The position also accords with the announcement by the Chancellor of a public sector pay freeze as part of his November 2020 spending review in which he emphasised that in order to protect jobs and ensure fairness, pay rises in the public sector will be restrained and targeted in 2021/22. That said, it should be borne in mind that this has no formal bearing on the decisions around any annual local government pay increase as these are developed through negotiations with the trade unions. The 2021/22 base revenue budget contingency considered the risk associated with this assumption and specifically the likelihood of a £250 increase for employees earning less than £24,000 which was also a feature of the spending review.

UNISON, GMB and Unite have lodged their 2021 pay claim for local government employees which seeks a substantial increase with a minimum of 10% for all staff, a shorter working week, additional annual leave, alongside other changes to terms and conditions.

On the 17 May 2021 the National Local Government Employers organisation made an offer to the unions of a pay increase of 1.50% from 1 April 2021. The current estimate is that the Council will have a pressure of £0.9m in 2021/22 after considering the resources specifically set aside as a contingency. The pressure will be reflected upon in the first budget monitoring report for 2021/22 and the latest MTFP Update however it should be noted the Unions rejected the offer.

The MTFP currently assumes annual pay awards from 2022/23 of 2% per annum.

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

The council continues to have a workstream working to deliver a harmonised pay and grading structure with the current work plan indicating that the new structure will become effective from January 2022. The ongoing assumption continues to be made that this new pay and grading structure for BCP Council will be cost neutral.

4. **Pension Fund**

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

Figure 6: BCP Pension Fund – funding levels

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

As at 31 March 2019 BCP Council has a funding deficit of £86.6 million with a resulting funding level of 92%. The improvement was a combination of the good asset performance of the fund with a slowdown in mortality improvement, negated to some extent by an assumption of higher future inflation and a lower discount rate compared to the 2016 valuation.

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

Figure 7: BCP Pension Fund contributions agreed with the Actuary

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

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

5. **Exit payment cap and redundancy costs**

The Restriction of Public Exit Payments Regulations 2020 came into force on 4 November 2020. This limited the value of exit payments, resulting from redundancy or efficiency of the service retirements for members over the age of 55, made by the council to £95,000.

In a surprise move in February 2021, HM Treasury published a Treasury direction which disapplied these regulations and issued guidance on how exit payments which were capped during the period when it was in force should be handled. It appears that after an extensive review of the cap it became clear that there was a risk that it may have unintended consequences which were out of line with the Government's original policy intent.

In a renewed commitment to meet the original policy objective fairly and effectively the Government have requested all redundancy payments, pension strain costs and other special payments made as a consequence of termination of employment or loss of office from 2014/15. The intent is to collate and publish the information centrally which will be additional to it being included in the Councils Annual Statement of Accounts.

The council's average redundancy cost per full time equivalent since its inception is £xx,xxx.

The transformation programme budget makes provision for £12.9 million in redundancy costs in reflection of the anticipated reduction in the staffing establishment of the next few years.

6. **Inflationary costs**

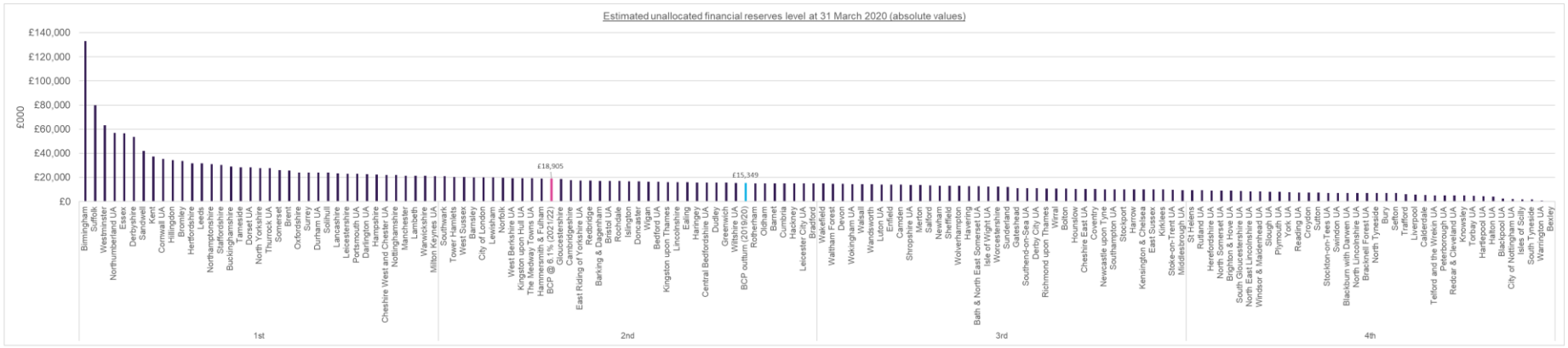
Inflation is only provided for in service directorate budgets where it can be demonstrated that it will be needed due to either market or contract conditions. Inflation as at April 2021 was 1.5% as measured by the (CPI) Consumer Price Index (September 2020 which was applied to many annual uplifts was 0.5%).

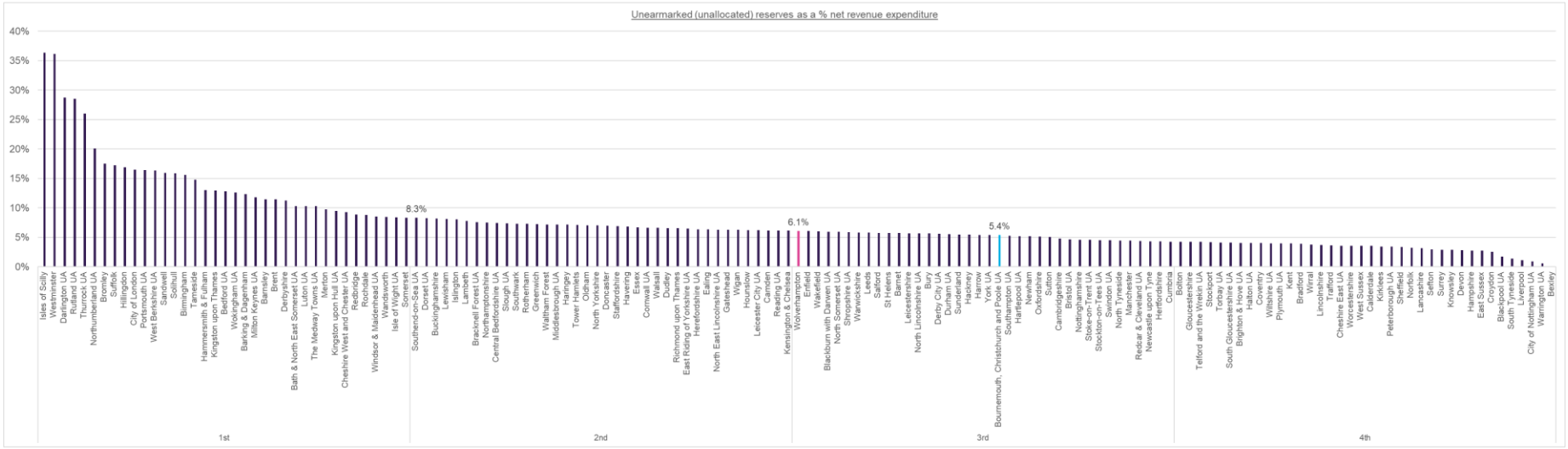
The government inflation target is 2% on an annual basis.

7. Defra Waste Consultations

At this stage the MTFP makes no provision in respect of the second round of Defra waste consultations which are underway. The outcomes are expected to be legalised in the Environment Bill later in 2021. Measures aim to reach 65% recycling rate by 2035, the main areas of potential change are associated with the following:

- Consistency in collections are designed to align waste services across England and are likely to be required from 2023/24.
- Deposit Return Scheme.
- Extender Producer Responsibility (EPR) for Packaging.
  Under the EPR scheme, local authorities will receive payments from the Scheme Administrator for the necessary costs of managing packaging waste in an efficient and effective way, net of any material value received. The Scheme Administrator will have oversight over these payments and will need to ensure it is fair for both local authorities and producers.



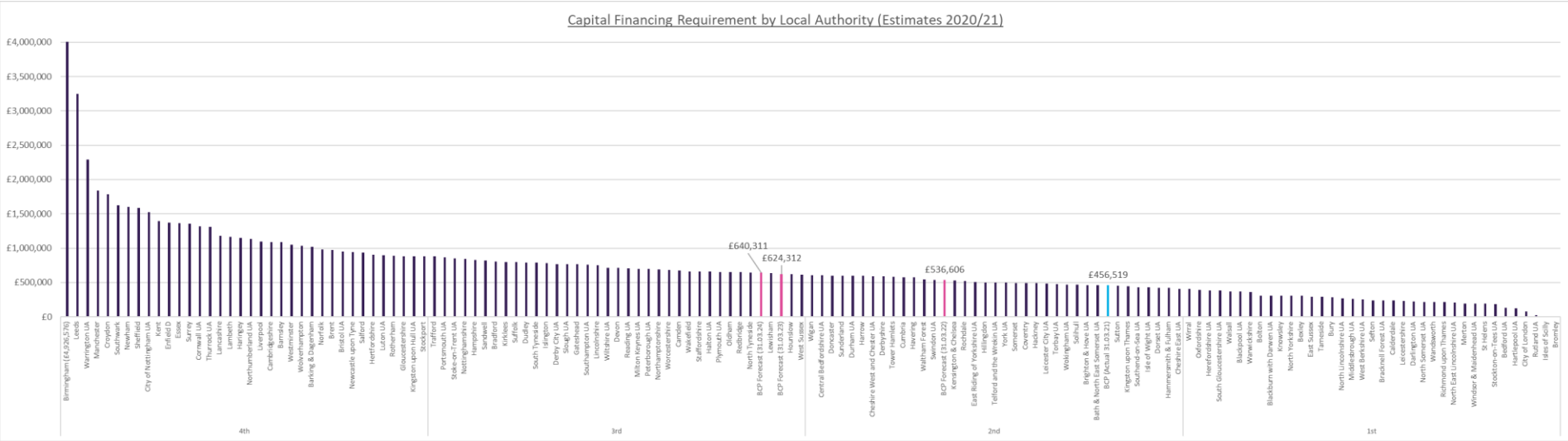


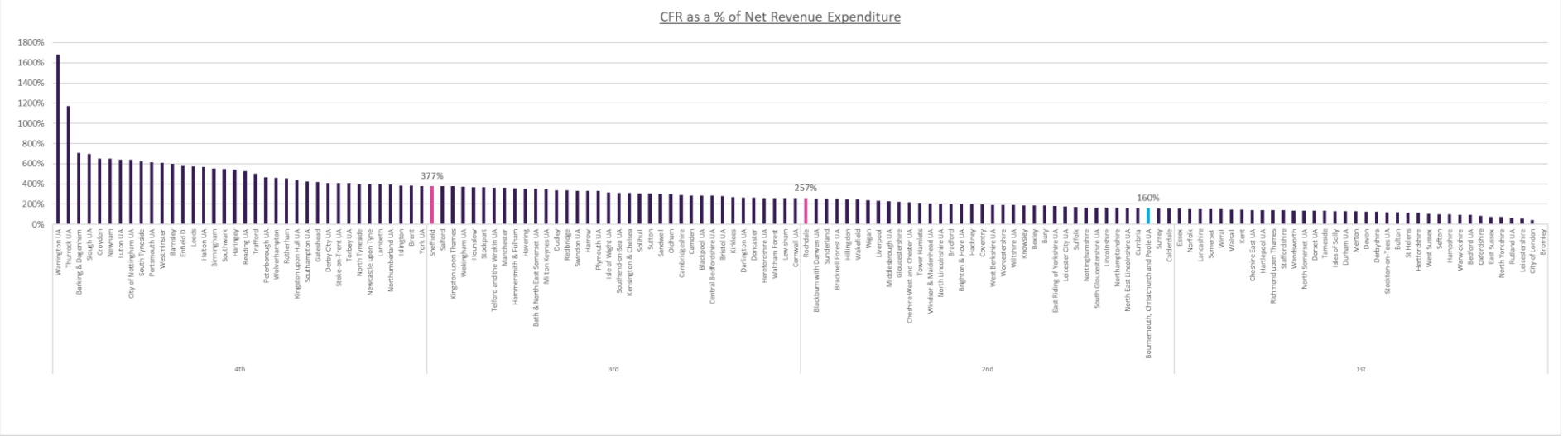
Net revenue expenditure forecast (based on current MTFP)

	2019/20 (per RO)	2020/21 (per RA)	2021/22 (per RA)	2022/23 (MTFP forecast)	2023/24 (MTFP forecast)
Net revenue expenditure (£000)	£284,398	£286,199	£309,926	£332,626	£331,726
x 6.1% (unearmarked reserves 'target')	**£17,348**	**£17,458**	**£18,905**	**£20,290**	**£20,235**
Increase from current position (£15,349k)	**£1,999**	**£2,109**	**£3,556**	**£4,941**	**£4,886**

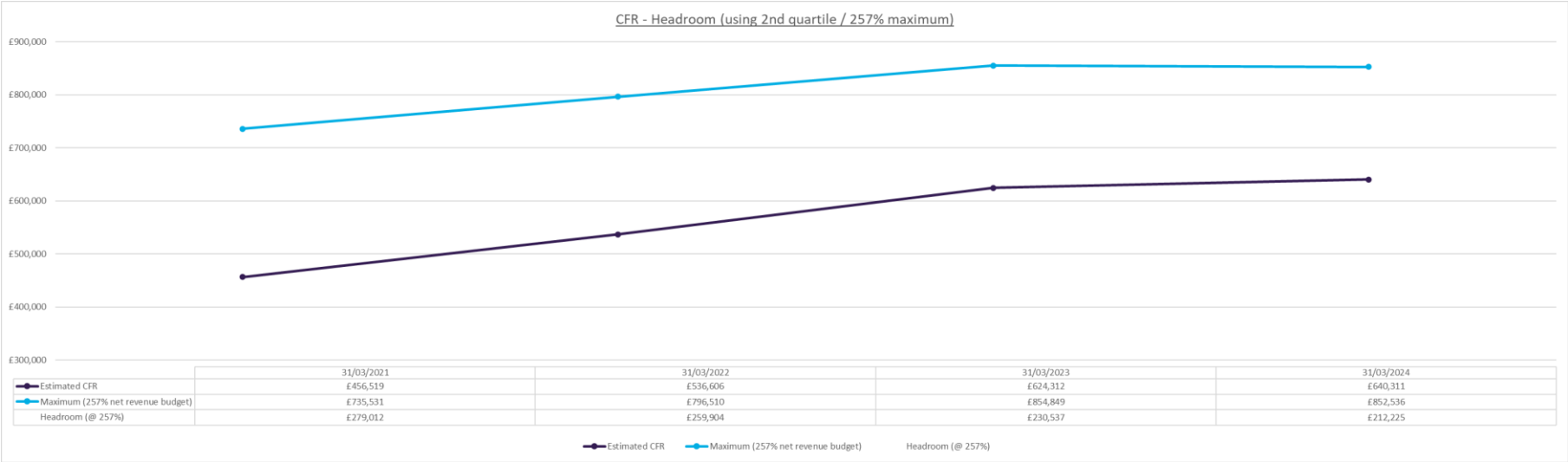
APPENDIX D

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Capital Financing Requirement by Local Authority (Estimates 2020/21)
£4,000,000
£3,500,000
£3,000,000
£2,500,000
£2,000,000
£1,500,000
£1,000,000
£500,000
£0
£640,311
£624,312
£536,606
£456,519
4th
3rd
2nd
1st


CFR as a % of Net Revenue Expenditure
1800%
1600%
1400%
1200%
1000%
800%
600%
400%
200%
0%
377%
257%
160%
4th
3rd
2nd
1st

APPENDIX E



Capital Financing Requirement Summary Forecasting 2021/22

	General Fund £'000	HRA (Poole) £'000	HRA (Bournemouth) £'000	Total £'000
CFR 1st April 2020 (actual)	**308,103**	**83,052**	**57,292**	**448,448**
Capital Investment	22,980	0	0	22,980
Capital Receipt set aside to repay borrowing	(892)	(427)	(4,264)	(4,690)
GF and HRA Transfers	(2,239)	(261)	2,500	0
Revenue provision for repayment of borrowing (MRP)	(9,327)	0	0	(9,327)
CFR 31st March 2021 (actual)	**318,625**	**82,365**	**55,529**	**456,519**
Capital Investment	46,634	16,500	0	63,134
Outside capital programme / potential commitements	27,819	0	0	27,819
Capital Receipt set aside to repay borrowing	0	(400)	(400)	(800)
GF and HRA Transfers	(4,650)	0	4,650	0
Revenue provision for repayment of borrowing (MRP)	(13,041)	0	0	(13,041)
CFR 31st March 2022 (estimate)	**377,362**	**98,465**	**59,779**	**535,606**
Capital Investment	14,388	8,000	13,500	35,888
Outside capital programme / potential commitements	65,900	0	0	65,900
Capital Receipt set aside to repay borrowing	0	(400)	(400)	(800)
GF and HRA Transfers	0	0	0	0
Revenue provision for repayment of borrowing (MRP)	(15,703)	0	0	(15,703)
CFR 31st March 2023 (estimate)	**445,368**	**106,065**	**72,879**	**624,312**
Capital Investment	2,311	7,700	9,100	19,111
Outside capital programme / potential commitements	10,000	0	0	10,000
Capital Receipt set aside to repay borrowing	0	(400)	(400)	(800)
GF and HRA Transfers	0	0	0	0
Revenue provision for repayment of borrowing (MRP)	(17,930)	0	0	(17,930)
CFR 31st March 2024 (estimate)	**445,367**	**113,365**	**81,579**	**640,311**
Capital Investment	163	0	0	163
Outside capital programme / potential commitements	10,000	0	0	10,000
Capital Receipt set aside to repay borrowing	0	(400)	(400)	(800)
GF and HRA Transfers	0	0	0	0
Revenue provision for repayment of borrowing (MRP)	(17,930)	0	0	(17,930)
CFR 31st March 2025 (estimate)	**443,218**	**112,965**	**81,179**	**637,362**

APPENDIX E

CABINET

Report subject	**Corporate Flag Flying Policy**
Meeting date	23 June 2021
Status	Public Report
Executive summary	The report seeks approval of a Corporate Flag Flying Policy, attached at Appendix 1, which consolidates the three policies from the legacy Councils and takes account of current national guidance.
Recommendations	**It is RECOMMENDED that:** **(a) the draft Corporate Flag Flying Policy as attached at Appendix 1 to the report be approved.** **(b) the proposed arrangements for the Charter Trustees for Bournemouth and Poole be noted acknowledging that it is a matter for each of the Charter Trustees to determine their own arrangements for flag flying and marking events during the mayoral year.**
Reason for recommendations	To consolidate the flag flying policies from the legacy Councils into a corporate flag flying policy and ensure compliance with national guidance where appropriate and to determine any local arrangements.
Portfolio Holder(s):	Councillor Drew Mellor, Leader of the Council
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Karen Tompkins, Deputy Head of Democratic Services
Wards	Council-wide
Classification	Decision

Background

1. The legacy Councils of Bournemouth, Christchurch and Poole all operated flag flying Policies. It is necessary to consolidate these policies to provide guidance for a consistent approach in respect of flying flags in the BCP Council area.

2. Attached at Appendix 1 to the report is the draft policy for consideration.

Charter Trustees for Bournemouth and Poole

3. The Charter Trustees for Bournemouth and Poole are now separate entities and have the ability to determine arrangements for flying appropriate flags for events during the Mayoral year. The proposed arrangements are set out in Appendix B to the draft policy and will be subject to consideration by each of the Charter Trustees at future meetings.

Options Appraisal

4. It is necessary to consolidate the legacy Councils' flag flying policies. The draft policy provides an opportunity to apply consistent standards across the civic locations in marking both national and local events.

Summary of financial implications

5. It is not expected that the policy will create any additional financial implications. It should be noted that the policy makes reference to requests from local organisations to fly specific flags for other events and the Council may wish to seek any associated costs from the relevant organisation if such requests are approved.

Summary of legal implications

6. The Council must ensure compliance with all relevant legislation when flying flags. In addition, guidance is issued by the Department for Digital, Culture, Media and Sport when marking national events.

Summary of human resources implications

7. There are no human resources implications associated with this report.

Summary of sustainability impact

8. There are no sustainability implications associated with this report.

Summary of public health implications

9. There are no public health implications associated with this report.

Summary of equality implications

10. The policy is relevant to everyone who lives, works or visits the area. It is acknowledged that different people do have different needs, but this policy is not about changing delivery, it is about the Council using flags, appropriately, to commemorate or celebrate events.

11. The policy makes reference to a number of events that are marked by the Council during the Municipal Year. It is acknowledged that this is not an exhaustive list and therefore it is proposed that authority is delegated to the Chief Executive in consultation with the Chairman to determine and identify other national and local events that should be marked by the Council.

12. An Equality Impact Assessment Conversation Screening Tool has been completed. The summary from the screening highlights that it is recognised that the Council will not have a flag for every commemoration event or celebration, but it will use a range

of other means or communication channels to recognise, celebrate and remember events across the diversity calendar. This will be set out in an equality & diversity communication plan.

Summary of risk assessment

13. There are no risk implications associated with this report.

Background papers

Published works

Appendices

Appendix 1 – BCP Council Corporate Flag Flying Policy

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BCP Council Corporate Flag Flying Policy

May 2021

Author: Democratic Services
Version: 1.1
Review Date: May 2022

1. Purpose Statement

1.1 This policy provides a corporate approach to the flying of flags at the Civic Centre and other key locations within the BCP Council area.

1.2 Flags have been flown at BCP Council and the previous sovereign councils and as such a precedent has been set that this will continue. It is expected that the relevant flags will be flown to commemorate and acknowledge specific occasions and at half-mast in respect of the fallen and recently deceased. There is pride in flying a local or civic flag and in respect of visiting dignitaries, which help fulfil the Council's civic responsibilities.

2. Who the policy applies to

2.1 The policy applies to those service areas responsible for ensuring that the relevant flags are flown to commemorate, celebrate and acknowledge specific occasions.

3. This policy replaces

3.1 This policy replaces the legacy policies, procedures and guidance of the three preceding authorities that now make up BCP Council.

4. Approval process

4.1 This policy will be approved by Cabinet.

5. Links to Council Strategies

5.1 This policy has been prepared taking account of relevant planning legislation and Government guidance.

6. The Policy

6.1 **Guidance for Local Authorities** – The flying of flags must be compliant with all appropriate Planning Regulations and advice should be sought from the Council's Planning Department to ensure consent is sought where required.

6.2 Planning Regulations in England that were introduced in 2007 to allow the EU flag to be flown on public buildings without acquiring planning permission will be removed following the UK's departure from the European Union. Instead, new 'deemed consent' will be granted for the NHS flags. This will allow for the NHS flags to be flown, without planning permission.

6.3 **Flying the Union Flag –** The Department for Digital, Culture, Media and Sport issued new guidance on 24 March 2021 which will see the Union Flag flown on UK Government Buildings every day. The guidance asks that the Union Flag be flown all year round unless another flag is being flown such as another national flag of the UK, a county flag, or other flags to mark civic pride. All Councils in England have been contacted to raise awareness of the guidance and encourage local authorities to fly the union flag on their buildings. The policy therefore suggests that the Union flag is the default position.

6.4 It is now possible for two flags to be flown on one pole*. Where organisations have two flag poles, they can fly the Union flag alongside another flag. This allows organisations to highlight their local identity alongside their national identities. Other flags may also be flown on non-designated days including a Saint's Day or county day.

6.5 The Department for Digital, Culture, Media and Sport advises of the designated dates for flying the Union Flag on UK government buildings which can be accessed using the following link and are published each year Union Flag flying guidance for UK Government Buildings - GOV.UK (www.gov.uk)

*Note: The Government is updating the advertisement consent regulations in England to allow for two flags, including at least one national flag, to be flown from the same flagpole from June 2021.

6.6 **Flags and events respected by BCP Council -** In addition to the guidance relating to flying the Union Flag, and the designated dates referred to above, the following events will be respected by the Council and arrangements made to fly the appropriate flag at the relevant location.

6.7 It is acknowledged that the following is not an exhaustive list and therefore it is proposed that authority is delegated to the Chief Executive in consultation with the Chairman to determine and identify other national and local events that should be marked by the Council during the Municipal Year.

Date	**Occasion**	**Flag**
27 January	Holocaust Memorial Day	Holocaust Memorial Day Flag
February (one week)	LGBT activities	The Rainbow Flag
Second Monday in March	Commonwealth Day	Commonwealth Flag or Union Flag*
23 April	St George's Day	The Flag of St George of England or Union Flag*
June (dates vary annually – flown for a week)	Armed Forces Day	Armed Forces Day Flag
July	Remember Srebrenica	Srebrenica Flag
3 September	Merchant Navy Day	Red Ensign Flag
9 September	999 Emergency Services Day	Emergency Services Day Flag
October (for one week at beginning of the month	To support black history month	The Black History Flag
Raise on the day of the launch of the Poppy Appeal until first thing on 12 November	Remembrance commemoration	The British Legion Poppy Flag
Second Sunday in November and 11 November	Remembrance Sunday and Armistice Day	Union Flag
1 December	World Aids Day	The World Aids Day Flag

***** the same flag should be flown in each civic location

Other events

Occasion	Flag
Official Visit by Member of the Royal Family, Head of State, Lord Lieutenant of the County	Union Flag, BCP Council
Visit by Member of Government High Commission of Country in which there is a twin town	Union Flag, National Flag
Council Meetings	BCP Flag

6.8 **Other Flags flown -** The Council will also make arrangements to fly flags for awards which are site specific as follows:

- Green Flags – Parks
- Blue Flags and Seaside Awards – Seafront
- Purple Flag – Town Centre

The above is normally seasonal, and flags flown for a short period as they are awarded. It should also be noted that red and yellow flags are flown for beach safety purposes.

6.9 **Position of Honour -** The Order of Precedence governs the ranking of flags, and the flagpole that they subsequently fly from. The order is detailed in Appendix A of the Policy. On occasions and where considered appropriate, the Council may decide to fly other flags, such as the Green Flag award, or flags to mark important dates or local events which support its agreed strategic ambition and priorities. The above Order of Precedence applies.

6.10 All flags will be an appropriate size to fit the flagpole, in good condition and without advertisements. At all times, flags will be treated with the dignity that they deserve. Facilities Management will make arrangements for all flags to be flown as detailed in the policy. The condition of the flags will be monitored by Facilities Management to ensure that they are replaced when they become wind damaged. On the death of the Sovereign or another member of the Royal Family, the Union Flags must be undamaged.

6.11 The Union Flag must always be flown the correct way up - in the half of the flag nearest the flagpole, the wider diagonal white stripe must be above the red diagonal stripe, as Scotland's St Andrew's Cross takes precedence over Ireland's St. Patrick's Cross as detailed in the diagram set out below. **The Union Flag must not be flown upside down.**



6.12 **Flying Flags at Half Mast -** On significant occasions, flags may be flown at Half-mast. This is a position two thirds of the way up the flagpole, and when hoisted, it is appropriate to raise the flag to the top, pausing for a moment, before lowering it to a suitable position. If the Union Flag is at Half-mast all other flags should be at the same position or should not be flown at all. Flags of other countries should not be flown unless that country is also in a period of mourning. The exception to the above is the Royal Standard, which should never fly at Half-mast, representing the continuous nature of the Monarchy. National events requiring flags to fly at Half-mast will always be guided by directions from Central Government. See the Flag Institute's website www.flaginstitute.org for further details.

6.13 Set out below are those occasions when the appropriate flag should be flown at half-mast

Death of	**Flag**	**Time period**
Sovereign	Union Flag	This Policy should be read in conjunction with specific instructions in respect of how the Union Flag should be lowered and raised in the event of the death of the Sovereign and the required time-period.
Senior Member of the Royal Family	Union Flag	This Policy should be read in conjunction with the protocol for marking the death of a senior member of the Royal Family and the required time-period.
Prime Minister or former Prime Minister	Union Flag	On day of funeral
Member of the Council	BCP Flag	Day of death and on day of funeral
Chief Executive	BCP Flag	Day of death and on day of funeral
Member of Parliament	BCP Flag	Day of death and on day of funeral
Honorary Freeman	BCP Flag	On day of funeral
Honorary Alderman	BCP Flag	On day of funeral
Former Councillor	BCP Flag	On day of funeral

If the Protocol for Marking the Death of a National Figure has been implemented eg the death of the Sovereign, the Union Flag will take precedence over other flags.

6.14 **Role of Charter Trustees -** In Bournemouth and Poole (the areas formerly governed by Bournemouth Borough Council and The Borough of Poole), Charter Trustees have been formed and each area has a Mayor. It is a matter for the Charter Trustees of Bournemouth and Poole to adopt a Flag and to determine the events when the appropriate flag will be flown in accordance with their powers and roles. Details are set out in Appendix B to the Policy and are subject to consideration and approval by the Charter Trustees.

6.15 It is proposed that the Charter Trustees for Bournemouth and Poole make arrangements for separate flag poles to be located at the appropriate civic locations to enable flags to be flown for Charter Trustee events. This will avoid any potential issues when the BCP Council are flying flags as detailed in this policy.

Note – Following the governance review Christchurch Town Council was established and therefore does not fall under the rules for Charter Trustees.

6.16 **Requests from Local Organisations to fly specific flags for other events -** It is acknowledged that local organisations in the Bournemouth, Christchurch and Poole area may make requests to fly specific flags for other events. Such requests should be submitted to the Chief Executive and the following criteria applied.

- the organisers of the event supply the flags concerned and pay the costs of raising and lowering the flag.
- the flag will be in place of the Union Flag, since it would be inappropriate to fly such a flag under the Union Flag.
- should an event requiring the flying of the Union Flag occur during the period, that event shall take precedence. This includes the implementation of the Protocol for Marking the Death of a Senior National Figure.

The decision on any such requests will be undertaken by the Chief Executive in consultation with the Chairman of the Council.

6.17 **Locations of flags flown on Council land -** Set out below are details of the flagpoles located at the three main office sites in Bournemouth, Christchurch and Poole. The following sites are therefore listed as Council flagpoles and will observe the same standards until such time that the Poole and Christchurch sites cease to be in day to day use by BCP Council:

Bournemouth:
The Town Hall, St Stephen's Road – fixed flagpole in front forecourt car park
Centre Tower of the main Town Hall roof – will only fly the Union Flag

Christchurch:
Civic Offices, Bridge Street, Christchurch – two flagpoles in front car park
Highcliffe Castle – one flagpole on top of the castle

Poole:
Civic Offices, Poole – one flagpole on top of the building
Guildhall, Poole – One flagpole on top of the building

Note the Guildhall and Highcliffe Castle are not under the control of Facilities Management

7. How to use this policy

7.1 Please refer to above and following Appendices

Appendix A – Order of Precedence for flying flags.
Appendix B – proposed Flag Flying arrangements for Charter Trustees (subject to approval by each of the Charter Trustees)
Appendix C – Equality Impact Assessment Conversation Screening Tool

8. Roles and responsibilities

Role	Responsibilities
Chief Executive	To fulfil delegated authority as set out in the Policy in consultation with the Chairman of the Council.
Appropriate Staff	To fulfil the provisions of the policy in commemorating and recognising both national and local events ensuring compliance with relevant legislation and Government guidance.
Cabinet	To review the policy as appropriate.

9. Enforcement and sanctions

9.1 Compliance with the Policy is required to avoid any reputational damage for the Council and ensure that the Council is able to demonstrate its commitment to commemorate and celebrate national and local events.

10. Further information and evidence

10.1 Further information and guidance is available from the Department for Digital, Culture, Media and Sport.

Appendix A

Order of Precedence for flying flags

- Royal Standards
- The National Flag (The Union Flag)
- The flag of the host country (The St. George's Flag)
- Ensigns: The White Ensign of the Royal Navy, • The Ensign of the Royal Air Force, • The Blue and Red Ensigns, • The Civil Air Ensign
- The national flags of Scotland, Wales, the Crown Dependencies and the British Overseas Territories
- Flags of other nations
- The United Nations Flag
- The Commonwealth Flag
- The British Army Flag (Non-Ceremonial)
- County Flags and Flags of Metropolitan Cities
- Flags of Other Cities or Towns
- Banners of arms
- House Flags
- Specific and Additional Flags to Mark Certain Events, Locations or Occasions

The Royal Standard takes precedence over all other flags, and should be hoisted upon a Royal Person arriving, flown whilst they are on the premises and lowered following their departure.

Appendix B

Flag Flying Arrangements for the Charter Trustees for Bournemouth and Charter Trustees for Poole

It is a matter for the Charter Trustees to adopt its own flag. The Coat of Arms for the former Bournemouth Borough Council and Borough of Poole is in the ownership of each of the Charter Trustees. There is an opportunity for the Charter Trustees to adopt the Coat of Arms as their flag. Set out below are the proposed events that will be respected by the Charter Trustees

Occasion	**Flag**
Mayor Making	adopted flag of the Charter Trustees
Formal Meeting of the Charter Trustees	adopted flag of the Charter Trustees
Civic Service	adopted flag of the Charter Trustees

The following notes should be considered

1. Flags will also be flown on other occasions on the instructions of the Honorary Clerk who will consult with the Mayor (or in the Mayor's absence with the Deputy Mayor) in appropriate circumstances.
2. The death of a serving civic dignitary will be observed by flying the appropriate flag at half-mast. The death of a former civic dignitary or former Charter Trustee will be observed by flying the adopted flag of the Charter Trustees at half-mast.
3 Remembrance Day events are arranged by both Charter Trustees whilst the flying of appropriate flags in accordance with national guidance is reflected in the BCP Council flag flying policy.

Provision of Flagpoles for The Charter Trustees for Bournemouth and Poole

The Charter Trustees currently do not have dedicated flagpoles which allow the flying of their adopted flag for relevant events. It is suggested that options be explored to allow for such a provision subject to necessary approvals.

Note – it is proposed that the detail of the above Appendix will be considered by both Charter Trustees at their meetings in June 2021.

Appendix C

Equality Impact Assessment: Conversation Screening Tool

What is being reviewed?	Flag Flying Policy
What changes are being made?	Creating a single harmonised Flag Flying Policy for BCP Council
Service Unit:	Law and Governance
Participants in the conversation:	Karen Tompkins – Deputy Head of Democratic Services Bridget West – Head of Policy & Research
Conversation date/s:	29/4/21
Do you know your current or potential client base? Who are the key stakeholders?	Everyone who lives, works or visits the BCP council area
Do different groups have different needs or experiences?	Different people do have different needs, but this policy is not about changing service delivery, it is about the Council using flags, appropriately, in accordance with relevant legislation and guidance, to commemorate or celebrate events both nationally and locally.
Will this change affect any service users?	No, it is not expected that this will affect any service users the Policy provides an opportunity for consistency, and the flexibility to recognise other commemoration events and celebrations as appropriate.
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 change on current or potential users?	To harmonise the current arrangements and provide a framework in which to recognise appropriate events across the BCP area.
What are the negative impacts of the change on current or potential users?	It is not expected that there would be any negative impacts.
Will the change affect employees?	There are arrangements in place for raising and lowering of flags undertaken by relevant service areas it is not expected that these operational issues will change.
Will the change affect the wider community?	The Policy will provide consistency across the BCP Area and ensure that events are recognised as appropriate.

What mitigating actions are planned or already in place for those negatively affected by this change?	None required at this stage.
Summary of Equality Implications:	It is recognised that the Council will not have a flag for every commemoration event or celebration, but it will use a range of other means or communication channels to recognise, celebrate and remember events across the diversity calendar. This will be set out in an equality & diversity communication plan.

Form Version 1.2

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CABINET

Report subject	**High Streets Strategy (Update)**
Meeting date	23 June 2021
Status	Public
Executive summary	The High Streets Strategy report presented at February Cabinet approved the development of a strategy and action plan with partners that enables the delivery interventions to support our high streets and district centres. This is progressing well. During the development of this work, it has become clear that there is significant work underway which deserved to be highlighted. This report highlights examples of and provides updates on some of the exciting and positive interventions, as part of our strategy work, that are making our high streets and district centres places that people will want to visit and spend time in once again.
Recommendations	**It is RECOMMENDED that Cabinet:** **(a) notes the excellent examples of ongoing work detailed in this report and commends the work of officers on the positive impact these projects are making to our high streets and district centres;** **(b) supports the work of partner organisations in the projects they are driving and enabling to also deliver energy and vibrancy in our high streets and district centres;** **(c) encourages further collaboration between all those with an interest in helping our high streets and district centres bounce back from COVID19** **(d) notes that this report is an update on the activity happening on the ground at present and that a full strategy and action plan will be delivered in the future.**
Reason for recommendations	To continue supporting our high streets and district centres as part of the Big Plan and Corporate Strategy priorities.
Portfolio Holder(s):	Councillor Philip Broadhead - Portfolio Holder for Regeneration, Economy and Strategic Planning and Deputy Leader of the Council,

	Councillor Nigel Brooks - Lead Member for BCP Retail Strategy and Christchurch Regeneration
Corporate Director	Adam Richens, Chief Finance Officer and Director of Finance
Report Authors	Chris Shephard, Director of Development Adrian Trevett, Head of Economic Development Liz Orme, Economic Development Officer
Wards	Council-wide
Classification	For Recommendation

Background

1. The February High Streets Strategy Cabinet paper explained that high streets and district centres are experiencing unprecedented change, and the COVID 19 pandemic has accelerated this process. This is having a major impact on businesses, and as a result, also having an impact on the experience of those visiting them.
2. However, whilst these are hugely impactful changes, there are interventions that have been and continue to be taken by the Council and its partners, to help prepare high streets and district centres for the lifting of restrictions, encourage the return of visitors and provide a positive experience. This report looks at some of the examples that are currently underway that help achieve this.
3. As already stated in the executive summary, a piece of work is underway to identify all the projects and interventions underway or planned that focus on high streets and district centres. This is already a huge list and is not in a finished enough state to share in this report. As such this report only picks out some of the highlights of the great work that is being undertaken.
4. Given the context of the last year, it is important to show this next section in two parts, the first related to COVID specific activities, the second to more general place based and economic interventions that are considered important in themselves.

Update: COVID 19 activities

5. R^3 taskforce: Established in the summer of 2020, the R^3 Taskforce (Respond, Recover, Re-imagine) has 3 working groups. One is the Retail, Hospitality and Leisure sector working group. This has been meeting fortnightly to ensure that there is positive and regular communication between key stakeholders from the sectors and the Council about what is really happening on the ground, to ensure interventions happen in the right place and issues can be addressed. This group is working on a set of actions that will help our high streets as they emerge from COVID19. These include: Data & Insight; events; feedback to the Council on key strategic items such as planning, homelessness & begging and communications/marketing.

6. COVID 19 Signage: The Council's Tourism and Events team have ensured that signage has been rolled out across our high streets to help keep people safe during COVID19 and a dedicated hotspot reporting email has been set up.
7. COVID 19 Support and advice: Information Officers were recruited (within Economic Development) to help businesses ensure their premises are compliant with COVID19 guidelines. They have visited over 3000 businesses since the start of the pandemic. Taking this research forward into 2021, they were able to revisit and resurvey businesses by telephone to examine in detail how their trading patterns had been impacted by the pandemic, and what their plans were for the future. This data has been fed into support the Council's overall understanding of the impacts on the ground.
8. COVID 19 Security: A growing number of COVID Marshals have been funded to keep the public safe and enforce COVID19 regulations in our public spaces.
9. COVID 19 Environmental Health and Trading Standards: Officers have supported businesses and ensured that they are safe to operate within the raft of new government guidance and legislation that continues to emerge over this very changeable period.
10. COVID 19 Traffic and Transport: Officers have worked to ensure that circulation space for pedestrians in our high streets has been managed as carefully as possible, and Regulatory Services have fast tracked applications for outdoor seating where space outside allow.

Update

11. **Community Engagement**: Several engagement pieces have been undertaken to better understand and inform the direction in which businesses, residents and visitors wish to see our high streets take. One of these was a highly publicised and digitally interactive public consultation exercise was undertaken during March 2021 by the Council's Insight Team to encourage the public to share what they were looking for in the future of their high streets and district centres. The full report "Reimagining Your High Street Consultation Report" is at **Appendix 1,** with the main themes coming through as regeneration, arts and culture, Parking, Retail, and street scene/cleanliness. 4000 people engaged with the content on the project page, 148 respondents chose to drop pins into the map creating 608 pins and comments. This was an innovative and collaborative approach and created some great ideas which we will be looking to take forward as soon as possible.
12. **Funding:** Over £150m has been paid out in either statutory or discretionary grants over the course of the last 10 months. This has been an incredible effort by staff across the Development and Finance service as some of the infrastructure and processes needed to be set up to create schemes and then administer the applications. This funding has been hugely important to businesses across the conurbation not just those in and around our high streets and district centres. At the time of writing, letters have just been released to those business support organisations who qualified for Stream 3 of the Additional Restrictions Grant. This funding will be used for some inventive and creative ideas, but also for strategic planning and research that will help inform future strategies and actions for our high streets. Two pieces of research that this funding has enabled are being commissioned by the R^3 Retail, Hospitality and Leisure Group. One will focus on the development of a future events strategy for the conurbation, and one will focus on what is required to encourage people to "get back into town". The remaining Stream

3 funding has focused on the Bounceback Challenge Fund, encouraging businesses to come forward with ideas that could be funded if they can demonstrate that the ideas are innovative, generate pride in place and create jobs. These applications are currently being reviewed with a view to awarding the funding as a priority, but before the end of June at the latest.

13. **Business communications:** As part of business as usual, the regular business enewsletter and the updating of the Council's business twitter page has helped businesses understand the Council's approach to re-opening, and sharing of other good news, investments and activities, which in turn boosts confidence. This is an important yet often overlooked action that requires constant, positive and thoughtful communication. Alongside this is the continued work of officers to develop relationships with key business people and investors. One such example is with the owner of the Debenhams shop in Bournemouth. By nurturing this relationship, and by doing all the Council can to support his investment into Bournemouth, the Council has helped him bring his vision for the store to reality. This has generated a significant amount of positive media coverage, locally, nationally and internationally.
14. **Economic Development Strategy**: In September, Cabinet will consider the first BCP Economic Development Strategy as part of a broader report on the how the Council is supporting businesses. This strategy will speak to the work we are already doing, with our partners to ensure high streets and district centres are vibrant and thriving places now and into the future.
15. **Cleaner, Greener, Safer;** As part of this work, and in partnership with the BIDs, a programme of deep cleaning works has been undertaken in our main town centres, along with other improvements such as bollard and lamp post painting. This has been a huge effort on behalf of all the teams and partners involved and makes a real difference to people's experience when they visit.
16. **Change for Good:** A project that is just about to start will through the BCP Homelessness Partnership, following significant multi-agency work by the Comms Action Group specifically, will enable digital, contactless giving points to be installed on shop windows and in shops, enabling people to donate money directly to Change For Good. Change For Good is facilitated by Dorset Community Foundation to help those who are rough sleeping to make a positive move off the streets. 100 per cent of the money donated will go directly to help local people in need.
17. **Rediscover Safely:** As part of the Rediscover Safely campaign, and in partnership with the Bournemouth Town Centre BID A is the roll out of attractive and informative vinyls on shop windows to welcome visitors back to the town centre. This enhances the appearance of currently vacant town centre premises in Bournemouth and has also enabled landlord engagement in conversations about the future of the high street and how to support its progression and success.
18. **Empty Shops Strategy:** Councillor Brooks has developed and presented a project which enables the Council to facilitate the bringing back into use of empty shops. This has the support of businesses, landlords and agents. Officers are working at pace to work through any risks there may be to the Council with it and are tasked with progressing a solution as quickly as possible.
19. **Technology:** Through the Council's Smart Place Programme, a proof of concept (PoC) augmented reality app has been created and is currently being tested and trialled on the Council's private 5G network in Lansdowne. "Alive!" – is an augmented reality app giving visitors and residents a unique and immersive town centre

experience; with AR sea characters as wayfinding, interactive quiz's and discount rewards linked to participation within the app redeemable in local independent and hospitality venues. This PoC project also involves installation of vivid window vinyl's on empty retail units to promote and trigger the app. Subject to funding and approvals, rollout of Alive! within the BCP area is a possibility and officers are scoping out opportunities for this.

20. **Business Improvement Districts (BIDs):** There are 3 BIDs across the conurbation, and they continue their work to support and engage with levy payers. Reports from each of the BIDs can be found at **Appendix 2**. Congratulations to Poole BID which has, on May 21st, achieved the support of its levy payers to operate for a second term. The BID will focus on delivering the commitments made in the 21/26 Business Plan, published in advance of the ballot. Three key elements Enhance, Promote and Support were identified in two independent surveys undertaken for the Poole BID and will form the basis of the next five years' operations. Officers and Cabinet have played a key role in supporting the development of the campaign, supporting the BID by voting yes and helping to promote the message to levy payers. Officers are also supporting the development of Christchurch BID which will go to ballot in September. Cabinet will be asked to support the BID in a report in the same month.
21. **National recognition:** Through the Key Cities group, BCP Council was chosen as the only case study in a report commissioned to consider the future of urban centres (**Appendix 3**). Developed by Metro Dynamics in conjunction with the Key Cities and Core Cities groups, this has had national coverage and an airing with MPs at the All Party Parliamentary Group. This profile has put Bournemouth, Christchurch and Poole on the map for positive, proactive interventions on our high streets and district centres, working in partnership to get things done that make a difference.

Next Steps and Conclusion

22. It is clear from the examples in the report that there is an incredible amount of positive activity going on to support our high streets and district centres.
23. These projects will continue and will evolve as the recovery takes hold and for as long as the funding lasts. Some of the interventions will be long lasting and will set the scene for the future of our high streets and district centres. The continued working with partners will be crucial for long term success.
24. The February Cabinet report outlined a potential structure for a Town Centre Strategy, which is being developed and will be brought forward for approval to a future Cabinet meeting. It will build on the operational work currently underway and the research findings described above.

Options Appraisal

25. To support the recommendations and continue supporting the development of thriving, enjoyable high streets and district centres.
26. To not support the recommendations which will mean there is no positive leadership, co-ordination or investment in the high streets and district centres across Bournemouth, Christchurch and Poole.

Summary of financial implications

27. There are no financial implications in relation to this report as these interventions are funded through existing budgets or through external funding already approved,

however there will be a need for consideration of financial implications as the strategy and action plan develops.

28. Circa £150m of grant funding has been distributed by the Council to businesses since the start of COVID 19. Many of the recipients are businesses located on high streets or district centres or make up their supply chains.

Summary of legal implications

29. There are no legal implications in relation to this report, however, should there be legal implications as the strategy and action plan develops, legal colleagues will be instructed accordingly.

Summary of human resources implications

30. Whilst this is business as usual for teams in the Development and Destination and Culture services, some areas of the Council have had to deal with these projects as extra to their current business as usual. It is likely that these pressures will continue as long as high streets and district centres require interventions across these services. Extra funding was approved in a previous Cabinet report for an additional role in Economic Development to help drive the strategy and action plan forward.

Summary of sustainability impact

31. Sustainability will be taken into consideration as part of the development of the strategy and action plan, linking with, for example, the development of the Council's Green Infrastructure Prospectus and promoting the improvements to sustainable transport delivered by the Transforming Cities Fund.

Summary of public health implications

32. Developing a strategy and action plan that delivers positive interventions to attract people back to high streets and enjoying public spaces will enhance the health and wellbeing of the public. There is now a strong link between the work of the R^3 Taskforce and the Council's Health and Wellbeing board which will continue as this work develops.

Summary of equality implications

33. Actions that have been undertaken have considered equalities implications where appropriate. As new actions are being developed, equalities implications will be thoroughly addressed where relevant. Equalities implications will also be considered in the development of the strategy, as this could lead to new actions that will help to ensure our high streets and district centres are open and accessible to everyone.

Summary of risk assessment

34. At this stage when developing a strategy and action plan, there are minimal risks. There will be a risk register for any actions that are developed that require one.

Background papers

None

Appendices

Appendix 1

Reimagining Your High Street Consultation Report

Appendix 2

Reports from BIDs

Appendix 3

Key Cities Report – Future of Urban Centres

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Reimagining Your High Street Consultation

1-28 March 2021

Report April 2021

Insight Team
BCP Council

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1. Executive Summary

Below is a summary of the key findings from this survey:

- 217 responses were received to the consultation, while over 4000 people engaged with the content on the project page
- 80 respondents submitted a total of 532 comments on the Ideas Board. Key themes to emerge from respondent's comments were:
    - **Regeneration** – redevelopment of old buildings, more green areas, attracting more high-end business chains, and converting retail space into accommodation
    - **Arts/Culture** - to see more arts and cultural events such music festivals, arts displays and greater support and spaces for local artists on the high streets in BCP
    - **Retail** - to see more outlet centres and an increase in the number of independent and boutique shops, and extending shop opening times
    - **Parking** - to improve parking facilites for both vehicles and bicycles including more free parking, park and ride facilities and increasing safety in car parks
    - **Streets** - to see more pedestrianised areas, cleaner streets and pavements put to better use for hospitality purposes.

- 148 respondents dropped a total of 608 pins or commented on the BCP map of 19 high street areas in Appendix 1. Key themes to emerge for each area were:
    - **Poole**
        - Converting empty space into housing and leisure facilities. Moving shops from high street into empty spaces in Dolphin centre
        - Creating more green space across the area including along walkways and adding features such as hanging baskets
        - More outdoor space and seating for cafes, bars, restaurants to give areas like Falkland Square and the Quay a more continental feel
        - Keep/create more pedestrianised areas especially in Orchard Plaza and creating better walking links with the Lighthouse
        - Creative space/units for the arts, live events, performers and buskers to encourage artists and create a more lively feel in the area
        - Upgrade cycling facilities including improving access to the high street for cyclists, improve cycle paths and cycle parking bays and amenities
        - Create a regular market/farmer's market/food hall that sells local produce.

- **Bournemouth**
  - Regenerate empty, underused and derelict buildings for multi-use purposes, specifically Beales, the Pavilion and BIC
  - Improve roads, bridges, sustainable travel, public transport, taxi ranks and active travel, i.e. walking or cycling
  - Improve pathways (pavements, promenade, trails, fitness, viewpoints, boardwalk, lighting, maintenance etc)
  - More green/open space including planting and trees along pathways, beaches and near cafes, restaurants and bars
  - More creative arts units, live events, festivals, busking, band stands, open air cinema, more activities for locals and tourists, and students involvement artistically.
- **Broadstone**
  - Improve roads, specifically Macauley Rd, the Toast Rack, and Broadstone Way
  - Improve parking facilties, specifically Storey Lane car park
  - Improve cycling facilities, specifically bike stands and pathways
  - Improve green/open space and more outdoor seating options.
- **Highcliffe**
  - Limitting or removing parking, prioritising blue-badge holders or provide free parking in existing facilities
  - Traffic calming, specifically reducing speed limits
  - Improving pavements along the high street
  - Improved and more diverse hospitality and shop options and more independent and local businesses
  - Changing the road system including putting in one way systems.
- **Boscombe**
  - Improved lighting, CCTV and closing of certain areas to improve feelings of safety in the area
  - Parking in the area, particulalry parking prices and also on road parking
  - General improvements to pavements and walking routes in the area
  - Traffic calming measures including new speed cameras and crossings
  - Regeneration and repurposing of buildings in the high street to encourage footfall in the area.
- **Christchurch**
  - Pavements in the high street are too narrow and cluttered in places
  - Adding more green space including flowers and other green elements to the high street
  - More community spaces in and around the high street and more local/independent businesses.

- **Ashley Road (Parkstone)**
  - Pedestrian crossings for parts of Ashley Road where the levels of traffic are high
  - Reducing levels of anti-social behaviour. Suggestions for this include removing seating and more police patrols in the area
  - Cleaning up, and general improvement, of pavement areas.

- **Pokesdown**
  - Improving parking
  - Improve roads (traffic flow, road safety, resurfacing)
  - Changes to pavements (continuous high street feel).

- **Canford Cliffs**
  - Need more shops (supermarkets, village shops, food market)
  - Need a doctor's surgery
  - More regulation of traffic, cycling and skateboarders
  - More lighting on promenade
  - More outdoor space for cafes, bars, restaurants, seating.

- **Southbourne**
  - Need more green space including planters and trees along with extra seating
  - More pedestrianisation and safer cycle lanes
  - More community-focused activities and facilities for congregating and artistic expression including a convivial corner
  - Road improvements to Irving Road and Southbourne Grove side roads.

- **Westbourne**
  - Roads and traffic - widening pavements or full pedestrianisation
  - More secure cycle parking
  - Upgrading facilities such as public toilets and seating
  - Tidying up unsightly buildings and adding more green space.

- Tuckton, Ashley Cross, Winton, Moordown, Kinson and Lansdowne either had 1 theme to emerge from the comments or none at all as they were so varied
- No comments were received for Charminster or Hamworthy.

2. Introduction

BCP Council ran a consultation asking members of the public to contribute ideas for how high streets in Bournemouth, Christchurch and Poole (BCP) could be potentially developed and reenergised.

Preceding Councils worked over many years, with key partners, to proactively support and invest in their town centres in various ways.

COVID-19 has arguably sped up a process that was already underway and created a new reality. It has also provided an opportunity to bounce back better, together, to embrace the change, and to consider how best we can create, or curate, high streets that are fit for now and for the future.

The feedback received will help us to develop a strategy and action plan for how we can support our high streets in collaboration with our partners. Through developing a strategy, we can reignite the excitement, personality and character of our high streets and create spaces that are meaningful to all who visit, work and enjoy.

19 key areas were identified as potential areas of focus for development and support:

- Hamworthy
- Poole
- Broadstone
- Bournemouth
- Christchurch
- Ashley Cross
- Ashley Road (Parkstone)
- Boscombe
- Canford Cliffs
- Charminster
- Highcliffe
- Kinson
- Lansdowne
- Pokesdown
- Southbourne
- Tuckton
- Westbourne
- Winton
- Moordown

The consultation ran between 1st and 28th March 2021.

3. Methodology

The consultation was hosted on the BCP Engagement HQ platform and was promoted through various channels including:

- Press release
- Social media posts (Facebook, Twitter)
- Details of engagement rates can be found in the Engagement Analytics below
- A full Communications Report can be found in the next section

The main project page was hosted from the Council's Engagement HQ Platform along with a brief description of the project: https://haveyoursay.bcpcouncil.gov.uk/highstreet.

The consultation was designed in Engagement HQ (engagement platform software). The online responses were downloaded from the sofware for analysis. The data was checked and verified in preparation for analysis and held in the Insight Team's secure area.

The write in (qualitative) responses were exported into Excel and coded into categories. Qualitative research does not seek to quantify data, instead, its purpose is to provide deeper insights into reasoning and impact and many researchers therefore believe that numbers should not be included in reporting. The numbers of people mentioning the most prevalent codes are provided in this report to give an indication of the magnitude of response. Importantly, however, given the nature of the data, this does not provide an indication of significance or salience in relation to the question asked.

4. Communications Report

A variety of methods were used to promote the consultation as outlined below:

Social media

4 different social media channels were used for this consultation: Facebook, Instagram, LinkedIn, and Twitter.

Reach is the total number of people who saw the posts. **Impressions** are the number of times the posts were displayed on a person's feed, no matter if it was clicked or not.

19 posts were made in total which reached a total of 56,427 people. The posts were displayed 65,998 times on people's social media feeds. In total, 3,111 people engaged with the consultation's social media posts a breakdown of which is shown below:

Facebook

Reactions	82
Clicks	441
Other clicks	2.1K
Comments	295
Shares	38

Instagram

Likes	49
Saved	1
Comments	0

Linkedin

Likes	10
Clicks	53
Comments	2
Shares	9

Twitter

Likes	23
Retweets	13

Below is a breakdown of the levels of engagement for each channel:

1. Facebook

Facebook was the most popular social channel with the posts below achieving the highest levels of engagement with an average reach of 11,500:



13 Mar. 2021

What would you like to see in your high streets? T...

Reach	13K
Impressions	13K
Engagement	664



1 Mar. 2021

We're looking at the future of our high streets an...

Reach	12K
Impressions	13K
Engagement	664



17 Mar. 2021

We would like your views haveyoursay.bcpcouncil....

Reach	9.7K
Impressions	10K
Engagement	542

2. Instagram

This was the highest performing post on Instagram with over 3000 impressions, a reach of just under 3,000 and 64 engagements:



1 Mar. 2021

We're looking at the future of our high streets an...

Reach	2.8K
Impressions	3K
Engagement	64

3. LinkedIn

These were the highest performing posts on LinkedIn with an impression average of 388 impressions and 15 engagements:



13 Mar. 2021

What would you like to see in your high streets? T...

Impressions	552
Engagement	24



25 Mar. 2021

Got a spare few minutes? Got an idea? Drop a pin o...

Impressions	307
Engagement	10



21 Mar. 2021

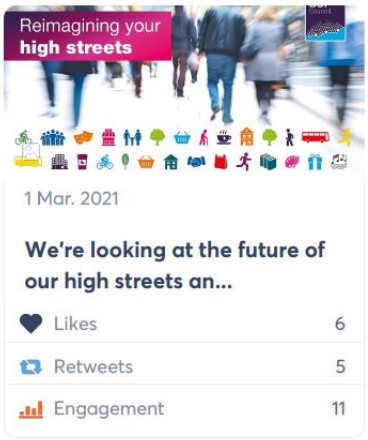
You have just a week left to tell us your ideas f...

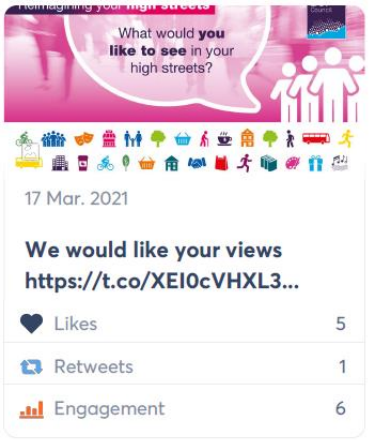
Impressions	306
Engagement	10

4. Twitter

Twitter had the lowest levels of engagement of all the social media channels. Below are the posts that had the highest levels of engagement on this channel with an average of 6 likes, 4 retweets and 10 engagements:









Other Communication Methods

Press release: https://www.bcpcouncil.gov.uk/news-article.aspx?title=share-your-ideas-on-the-future-of-high-streets-across-bournemouth-christchurch-and-poole

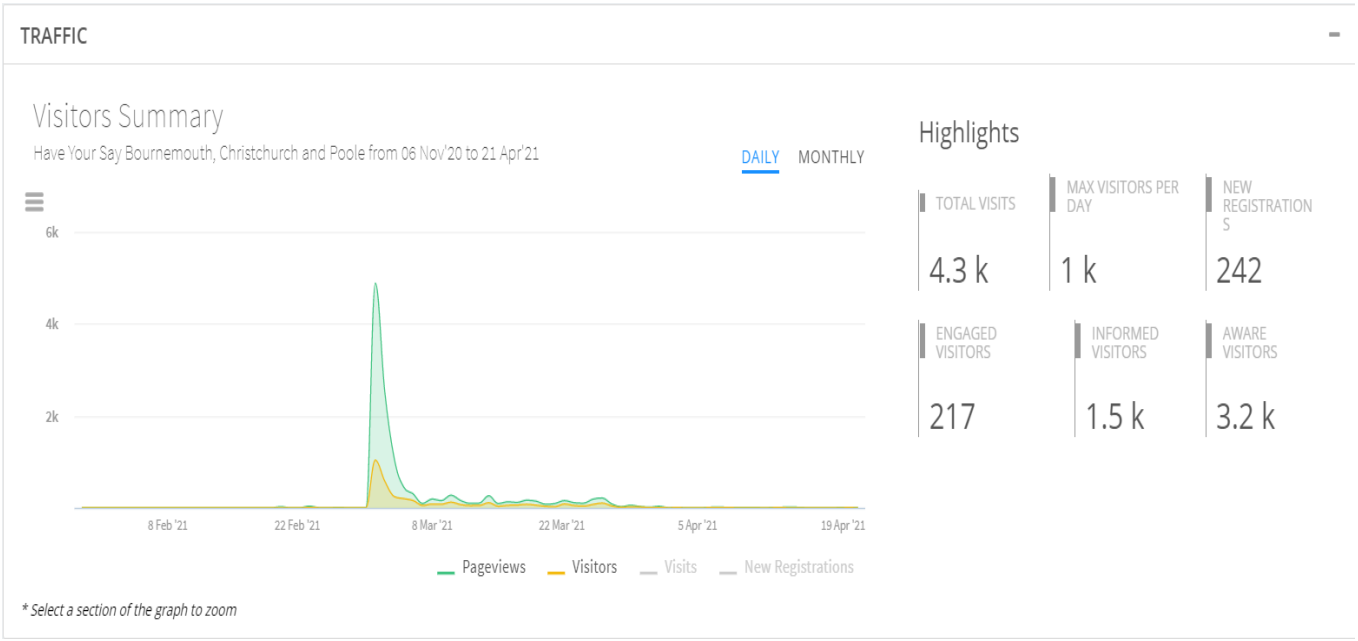
Daily Echo article: https://www.bournemouthecho.co.uk/news/19136860.bcp-high-streets-look-future/

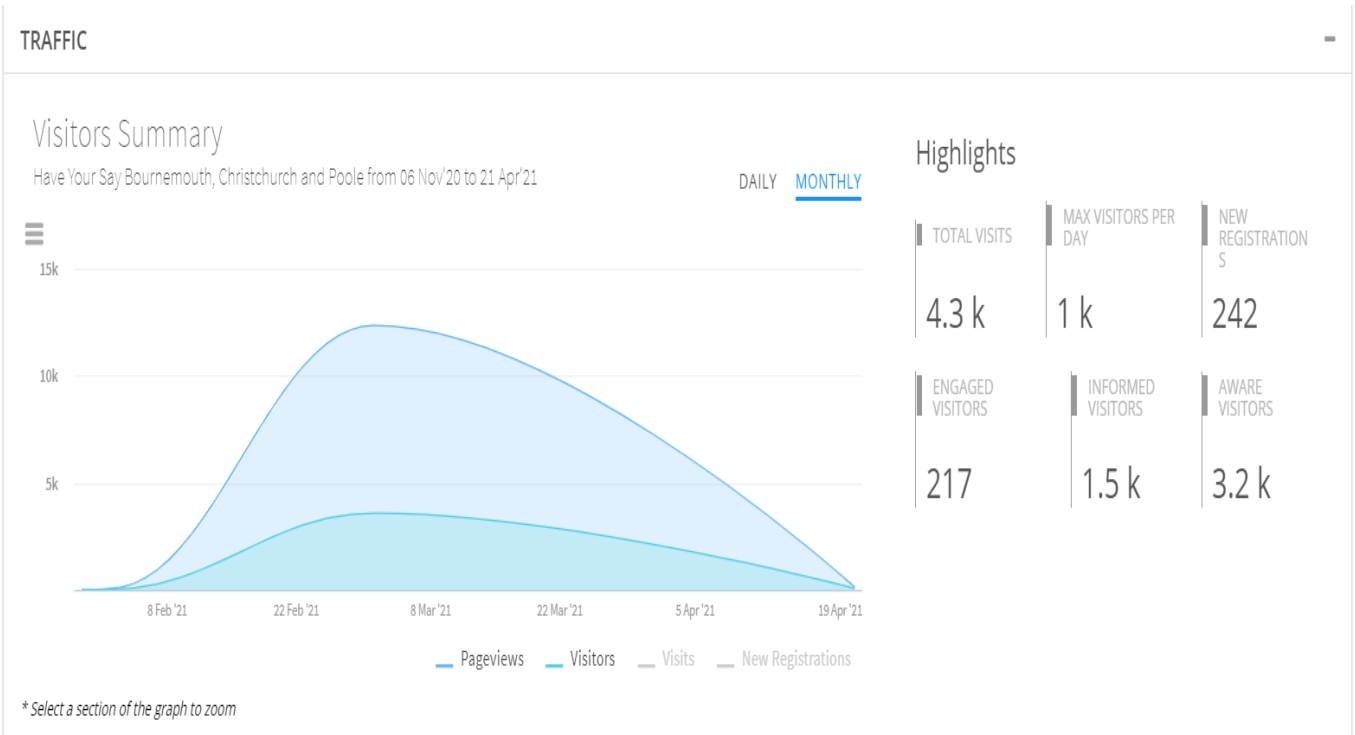
BCP News emails:
1 March: (external) https://mailchi.mp/bcpcouncil/latest-news-reimagine-your-high-street?e=e31d2ff060 (screenshot attached)
5 March: (internal) https://mailchi.mp/bcpcouncil.gov.uk/our-week-more-options-for-booking-rapid-covid-tests-free-surplus-office-furniture-on-offer-have-your-say-on-our-high-streets-latest-news?e=e31d2ff060 (screenshot attached)

5. Engagement HQ Analytics

The consultation was hosted on the council's engagement platform 'Engagement HQ'. Over 4000 people visited the consultation page, there were over 3000 **aware visitors** (i.e. a visitor who has made at least one single visit to the webpage), 1500 **informed visitors** (i.e. a visitor who has taken the 'next step' from being aware and clicked on something), and 217 **engaged visitors** (i.e. visitors who contributed to the Ideas Bord or dropped a pin on the map).

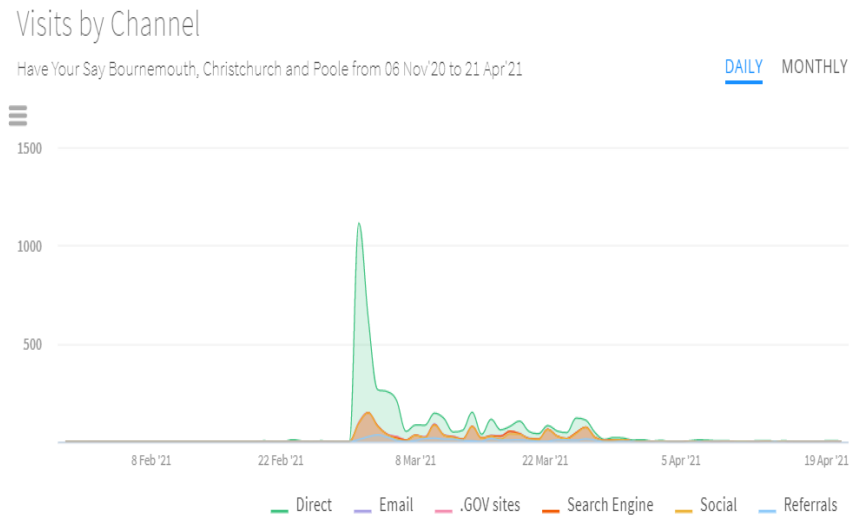
Engagement HQ Measurement Figures





The majority of visits came directly through the project page on Engagement HQ, followed by social media posts and referrals, i.e. via links on other pages.

SOURCES OF TRAFFIC



TRAFFIC CHANNEL	AWARE VISITS	INFORMED VISITS(%)	ENGAGED VISITS(%)
DIRECT	3113	1554 (49.9%)	577 (18.5%)
SOCIAL	791	339 (42.9%)	37 (4.7%)
EMAIL	6	6 (100%)	2 (33.3%)
SEARCH ENGINE	97	44 (45.4%)	7 (7.2%)
.GOV SITES	36	18 (50%)	1 (2.8%)
REFERRALS	280	94 (33.6%)	8 (2.9%)

** Select a section of the graph to zoom*

6. Findings

A total of 217 people contributed ideas to the Ideas Board and/or dropped pins and commented on the map showing the 19 areas we were consulting on.

80 respondents submitted a total of 532 comments on the Ideas Board. They were able to submit original ideas as well as liking and commenting on those submitted by other respondents.

148 respondents dropped a total of 608 pins or commented on the BCP map of 19 high street areas in BCP.

Please note that where numbers have been provided for the most prevalent codes to open-ended questions in this report, this is to give an indication of the magnitude of response rather than an indication of significance or salience in relation to the question asked.

6.1 Ideas Board Responses

80 respondents contributed to the Ideas Board to the 'Reimagining Your High Street' consultation in March 2021. This resulted in 532 comments in total which included replies to other respondents' comments.

The comments have been coded into themes to make the them easier to interpret. This report outlines the findings from the most prevalent codes, some of which have been analysed further into sub-codes.

The most prevalent themes to emerge from the comments on the Ideas Board were: 'Multiple Ideas', 'Regeneration', 'Arts/Culture', and 'Retail'.

Multiple Ideas (26 comments)

These respondents contributed a variety of ideas when commenting on how the high streets in Bournemouth, Christchurch and Poole (BCP) could be reimagined. These have been further coded into sub-codes to make them easier to interpret:

Parking (9 comments)

These respondents felt it was essential to improve parking facilites for both vehicles and bicycles including more free parking, park and ride facilities and increasing safety in car parks as they felt these would all attract more visitors to BCP's high streets. Below is a selection of these comments:

"We need FREE parking ***to combat out of town free parking shopping****."*

"Surface car parks are a very inefficient and aesthetically unappealing use of town centre space. ***More cycle parking required****, more pedestrianised streets, lower speed limits and fewer cars please.* ***Park and ride (with free buses)*** *should be*

provided to reduce traffic through our town centres. ***Parking should absolutely not be free in the town centre areas****."*

"Lower parking charges ***[for] locals****."*

"A patrol officer or CCTV in the multi storey car parks ***they're not pleasant to access alone****."*

"Southbourne and Westbourne are the best shopping areas now ***with parking close to the shops as well as a good bus service****."*

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Green Aspects (7 comments)

These respondents wanted to see more green spaces and shrubbery in, and around, BCP's high streets to make these areas more attractive and to reduce litter and pollution. Below is a selection of these comments:

*"**Have plants** in shopping areas."*

*"**Add some plants** in the high street, look at more attractive villages/towns e.g. Lyndhurst, Lymington & Christchurch."*

*"**Plant low maintenance shrubs and (fruit) trees** with seats."*

"Brighten up Falkland Square [with] ***more green space****/lots of seating."*

*"**Lots of plants, hanging baskets**… more seasonal seats"*

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Streets (6 comments)

These respondents wanted to see changes made to the streets in and around BCP's high streets to make these areas more pedestrianised, cleaner and put to better use for hospitality purposes. Below is a selection of these comments:

*"**Flatten pavements**, more like Covent Garden."*

*"**Clean high streets**… **jet wash the pavements**."*

*"**Make pavements safe**."*

*"**Chairs on pavements** more like abroad."*

*"**More pedestrianised streets**, lower speed limits and fewer cars please."*

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Transport/Traffic (5 comments)

These respondents wanted to see changes made to public transport and traffic flow in and around BCP's high streets. Below is a selection of these comments:

*"**Trams as hilly**, easier walking"*

*"**Connect the Lighthouse (by closing the road)** to the high street and have exhibitions."* (Poole)

*"Poole Old Town/Quay - **close roads to vehicles**."*

*"**No traffic in the high street** during [between] 9 [and] 5. **No buses past the ends of the road**."* (Christchurch)

Respondents were able to react, and comment on, the ideas of other respondents. The comments with the most likes for this theme were:

"Create more outside eating spaces. Clean up and deter drug abuse in the gardens and the Pier. Lower parking charges to locals." **(10 votes)**

"Reduce business rates/rents to attract new commerce to the town. Why have a load of flats everywhere if there's nothing for the people to do and enjoy beyond the beach? Bournemouth wants to be a "world class" destination but it's high street is unappealing at best, dirty and unsafe feeling at worst. Why not look at popular destinations like Brighton, Bristol which are more forward thinking with their high streets, or parts of Cornwall like Padstowe which are more traditional but have a wide array of attractions and eateries for tourists. Perhaps consider diverse market offerings (artisanal foods, crafts, antiques etc...) on rotation as well, given the popularity of the Christmas market in Bournemouth." **(5 votes)**

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Regeneration (25 comments)

These respondents wanted to see more regeneration when commenting on how the high streets in Bournemouth, Christchurch and Poole (BCP) could be reimagined. This included redeveloping old buildings, green areas, attracting more high-end business chains, and converting retail space into accommodation. Below is a selection of these comments:

*"**You could redevelop the now unused buildings from the old cinemas on Westover Road, and from Beales and Debenhams** for parking in the lower floors*

and residential living on the upper floors. Add necessary infrastructure for the new residents, e.g. bakery, butchers, green grocers, etc." (Bournemouth)

*"**More and more development needed of modern apartments**, right in town, with the right mixture of shop, clean pavement, outstanding mixture of restaurants/gyms and bars – Wow…"*

*"Improve the area so its nicer to spend time in. **New seating areas, water fountains, plants, trees**. Dolphin Centre is great, Falkland Square needs to match this quality."* (Poole)

*"**Make it worthwhile for chains coming to Highcliffe**, e.g. costa or M&S food - make there a reason to stop for tourists and residents."* (Bournemouth)

*"Poole has too much retail space. **Convert some to housing and demolish some to create green spaces for seating and a children's play area**."*

*"**Poole Quay should be developed for waterside dining and bars, lots of outside seating and no cars**. Using the quayside as a grey boring road stuffed with polluting traffic was such a waste of our waterside environment. Let's get more restaurants and bars open with outside seating making the most of the amazing views. New planting and microparks could break up and soften the space."*

*"The current BIC site is the premier position on the coast and doesn't even have a view as the front doors face the road! It's outdated. Move a convention/event space to Boscombe to help regenerate that area. **In place of the BIC create a 'Sea Square' with boutique hotel with rooftop pool, restaurants and cafes with outdoor seating, covered in winter with patio heaters and blankets, pedestrianised centre, art galleries and street art/culture/small outdoor event space**."* (Bournemouth)

*"The Malmaison in Bath Road was due to be constructed years ago and instead is just a wasteful void. The Exeter Road site, currently a temporary car park has had planning for years and every few years it changes its plan**. This is a prime part of our town centre, currently an eyesore and needs to be built out, not sat on to speculate land price gains**. There could be more restaurants/ bars on the ground floor. To add to the improving Exeter Road zone."*

*"**Need to up our regeneration and culture contributions further**. Provide us with the ammunition to fuel our dreams. How else is it possible?"*

*"Poole has some wonderful characterful building but also a lot of post war development contributing to too many empty shops and a bland high street with very little character. **The High Street needs to be redeveloped to mixed use with distinct zones for boutique shopping, cafes, restaurants, bars and entertainment. More outside seating, planting and open spaces would be welcome**."*

*"**I agree that something needs to be done with the Dolphin/Lighthouse end of the High street**. It has no sense of arrival and is a wasted space."*

Respondents were able to react, and comment on, the ideas of other respondents. The comments with the most likes for this theme were:

"The High street in Poole needs bringing up-to-date. Colour, art, not grey!." **(8 votes)**

"More and more development needed of modern apartments, right in town, with the right mixture of shop, clean pavement, outstanding mixture of restaurants/gyms and bars – Wow…" **(4 votes)**

"Using the quayside as a grey boring road stuffed with polluting traffic was such a waste of our waterside environment. Let's get more restaurants and bars open with outside seating making the most of the amazing views. New planting and microparks could break up and soften the space." **(4 votes)**

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Arts/Culture (23 comments)

These respondents wanted to see more arts and cultural events as well greater support and spaces for local artists on the high streets in Bournemouth, Christchurch and Poole (BCP). Below is a selection of these comments:

*"**Arts Centre** - let local musicians, artists and craftspeople have space for studios and to deliver workshops, courses, sell their wares and develop their skills."*

*"**Allow Street Artists to perform e.g. as they do in Covent Garden**. These might be musical entertainment; magicians; acrobatics; comedians."*

*"**Turn one, if not all, of the old department stores into a massive creative space**. Deli, chill out area, yoga studio, naturopathic doctor, trendy restaurant, old style Cafe (afternoon tea and piano), apartments, gym, art studio, co-working space, meeting room. Stylish, though, not hippy style, modern and chic - think Scandinavian style living. That is the way forward. **Each business independent and viable**. This would lead the way in the South West. If you create the space now - say, for instance, in Debenhams, then the people will come, but you need to create the vision first by making the structural and architectural design changes. The image I have attached is just an image to reflect how the space could look."* (Bournemouth)

*"**Street artists to be allowed to work** in the Bournemouth and Poole areas but like London, are vetted before performing. If they fail the audition, they don't perform! Winchester has young people playing classical music, I am not suggesting that, as it does not suit our beach vibe, but **good artists should be promoted**."*

*"Would love to see a wonderful **music festival on beach and a yoga festival**. Great DJs around and organised well could be awesome!"*

*"**Bring back the Dance Music culture**. But this time, do it differently. Attract the big names, through proper promoters and work with the clubs and hotels to put on*

stylish dance music events. Dance music is everywhere now - Hot Radio is testimony to that - it's not just for young people. People in their 50's are enjoying the uplifting vibe of dance music. I hear Bournemouth used to be quite the place, work with local event organisers and 'influencers' to bring in some big names. This will bring London wealth as people from Essex and London will come to Bournemouth and Poole for a top DJ."

*"**Run a competition within the arts community to select 3 to 4 super promising students to work alongside The Bid** and to offer their ideas to create some imaginative work in the towns, either art pieces/installations or by pulling together a bigger and better Art by the Sea Festival."*

*"If we all contributed an extra few pounds a month in council tax, we could really create this wonderful place we all dream about. The budget has been significantly improved with the new council, **but our arts and culture budget is still only around half that of other cities and yet we are a both a national and a world class tourist destination. Quite frankly this needs to be reassessed**."*

Respondents were able to react, and comment on, the ideas of other respondents. The comments with the most likes for this theme were:

"Let local musicians, artists and craftspeople have space for studios and to deliver workshops, courses, sell their wares and develop their skills." **(8 votes)**

"Street artists to be allowed to work in the Bournemouth and Poole areas but like London, are vetted before performing. If they fail the audition, they don't perform! Winchester has young people playing classical music, I am not suggesting that, as it does not suit our beach vibe, but good artists should be promoted." **(7 votes)**

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

Retail (23 comments)

These respondents wanted to see changes to the retail offer on the high streets in Bournemouth, Christchurch and Poole (BCP). This included opening outlet centres, increasing the number of independent and boutique shops, and extending shop opening times. Below is a selection of these comments:

*"There are so many wonderful shops in Poole high street but there are also lots of empty spaces. Our nearest outlet centres are Portsmouth, Swindon or Street. **By opening an outlet centre, you could potentially create appeal to thousands of people** - holiday makers, people on day trips etc. You will also create new jobs for existing residents!"*

*"**Poole should become an outlet shopping centre like Clarks Village**. The closest outlet shopping is either Somerset or Portsmouth."*

*"I think variety is the key. Whilst some competition is probably a good thing, **it's not good to have too many of the same type of shop, whether it be charity shops,***

***coffee shops, barbers, estate agents, etc**. Along Moordown and Winton high street there are currently between 15 and 20 barbers or hairdressers."* (Poole)

*"**Independents shops are the way forward. People want independents.** Who wants to look like everyone else? **The high street will only survive if you have stylish, modern shops with a different offering**. Think Oliver Bonas. Poole and Bournemouth need to attract 'wealth' back into the area."*

*"**Get a John Lewis or any other big high end shops to increase footfall** in the Town Centre."*

"Another G & T store which is much missed - perhaps something similar is needed selling seaside items at competitive prices."

*"Too many estate agents, betting shops not needed - **we want to attract the right type of tourist**. Some shops in Highcliffe are so run down."*

*"**Boutiques, gift shops like Bookends in Christchurch**, music shop, shoe shop, dry cleaner, community cinema, household shop."*

*"**The South's first sustainable produce super-store?** Include brands such as Planet Organic, local produce, farmers markets. And/or well-designed high-end YHA (look to Europe for examples), and/or space hotel with roof-top pool like Bath - all appealing to tourists."*

*"Most people finish working at 5. **Shops should be open until at least 7pm. Maybe they should open later to allow more time.** Also, there should be more local shops, bakeries..."*

Respondents were able to react, and comment on, the ideas of other respondents. The comments with the most likes for this theme were:

"People want independents. Who wants to look like everyone else? The high street will only survive if you have stylish, modern shops with a different offering. Think Oliver Bonas. Poole and Bournemouth need to attract 'wealth' back into the area." **(13 votes)**

"There are so many wonderful shops in Poole High Street but there are also lots of empty spaces. Our nearest outlet centres are Portsmouth, Swindon or Street. By opening an outlet centre, you could potentially create appeal to thousands of people - holiday makers, people on day trips etc. You will also create new jobs for existing residents!" **(5 votes)**

"Have a varied amount of shops, e.g. a variety of coffee shops, restaurants, retail outlets and maybe limit the amount of charity shops." **(5 votes)**

Full details of other themes to emerge from these responses and/or a full list of all the comments is available on request from the Insight Team.

6.2 Map Responses

148 respondents dropped a total of 608 pins or commented on the BCP map on the project page. Please see the map in Appendix 1.

Below is a summary of the number of comments respondents made about each of the 19 areas.

Area	No. of comments
Poole	151
Bournemouth	112
Broadstone	77
Highcliffe	70
Boscombe	37
Christchurch	26
Ashley Road (Parkstone)	26
Pokesdown	15
Canford Cliffs	14
Southbourne	14
Westbourne	14
Tuckton	9
Ashley Cross	8
Winton	7
Moordown	5
Kinson	3
Lansdowne	2
Charminster	0
Hamworthy	0

Please note respondents were able to drop multiple pins and make multiple comments.

Poole (151 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Poole could be reimagined. The key themes to emerge from these comments were:

- Converting empty space into housing and leisure facilities. Several respondents mentioned moving shops from high street into empty spaces in Dolphin centre and also suggested splitting the high street into two zones that cater for different customers
- Creating more green space across the area on, and around, the high street including more greenery along walkways amd features such as hanging baskets
- More outdoor space and seating for cafes, bars, restaurants to give areas like Falkland Square and the Quay a more continental feel

- Keep/create more pedestrianised areas especially in Orchard Plaza and several respondents mentioned their desire to see a better link between the Lighthouse and the high street that pedestrians could walk through
- Creative space/units for the arts, live events, performers and buskers to encourage artists and create a more lively feel in the area
- Upgrade cycling facilities including improving access to the high street for cyclists, improve cycle paths and cycle parking bays and amenities
- Create a regular market/farmer's market/food hall that sells local produce.

Below are the comments submitted by all respondents:

"There is too much retail space for a town the size of Poole. ***Convert some to housing and create some green space*** *which would make the area a destination."*

*"****Keep the lower High Street and Quay pedestrianised and encourage outdoor spaces for coffee bars and restaurants****. Would differentiate Poole from other local towns."*

*"****Get the planned cinema into place****. Poole needs something like that to draw people in."*

*"****Reduce/eliminate business rates*** *to fill all the empty shops with trades employing staff for a start, say 5 years. Reduce business for existing shops to encourage them to continue."*

*"****Remove parking here and redevelop for mixed residential/leisure****. The Quay is the main draw of the area and is wasted with a surface car park."*

"The Quay side area ***should remain pedestrianised and have lots of outside seating*** *for dining and drinking."*

"The Quay front and old town High Street has been free from traffic other than loading times and ***this has improved the experience for pedestrians****. Please keep this, and why not* ***start a farmer's market or arts / craft market one day per week*** *to add interest. Can we also have* ***a bit more seating along the Quay*** *rather than having to sit on the wall next to the road?"*

"I don't think we need another cinema, and it's quite likely that streaming habits and the pandemic will hasten the death of this industry anyway. Can we learn from places such as Totnes ***to nurture local businesses by offering more favourable rates or incentives for the non-corporates****?"*

"It would be great to have ***a pedestrianised walk that links the Quay walk right up to the Holes Bay Road around to Upton Park*** *if this area ever gets developed."*

*"****Re-surface Westons Lane and the disabled car park for wheelchair users****,* ***between the High Street and the disabled-only car park*** *so that wheels cannot get stuck in drains and don't have to jump over kerbs."*

*"**Make sure road closures are clearly marked from the A350**. Summer 2020 had a road closure from The Custom House but cars were continuing to drive to the point of the closure then turning around in Thames Street, causing a lot of pollution and noise **which could have been avoided if the road closed signs were further back along the road**."*

*"Use empty shops as **pop-up eco-friendly shops such as repair cafes, zero waste and upcycling shops** etc."*
"
*"**Disabled parking bay outside Waitrose in Salisbury Road** so that shoppers can access the store, **with safety improvements so car drivers can see the wheelchair**. It's almost impossible at present!*
*"**Convert some of the unused storage space above shops into flats** so that more people are able to live, work and shop in town centres."*

*"If the cinema/leisure offering goes ahead in Falkland Square, **can the restaurants underneath be independents not chains?**"*

*"**Make the pedestrian function stop ALL traffic** so it is safe for buggies and wheelchairs to cross Archway Road, and Leicester Road in one phase. At present it's a lottery. The Penn Hill Avenue crossing outside Penn Central is an accident waiting to happen. Put simply, stop all traffic in one joined-up move, when a pedestrian presses to cross. **This will save traffic time as the pedestrian phase won't operate unless requested**."*

*"One of the differences between Ashley Road, Parkstone, and the High Street, is the number of people who live locally who use the shops. **The High Street needs more of a mix of housing and shops, rather than be a shopping destination**. The more who live on the High Street, the more vibrant it will be. Additionally, **parking really is an issue**. Poole High Street needs very short term free parking spaces to make it accessible to people who want to visit one shop for one reason. I go out of my way to avoid Poole High Street on such an errand and go to a shop with short term free parking instead, such as Broadstone or Ashley Road. **Making Poole High Street a 'Destination' with parking charges, rather than a natural place to go buy things has had a terrible effect**."*

*"**Encourage independent shops selling a variety of goods to create a high street people want to visit**. Spruce up shop fronts by painting them, making them more attractive for potential occupants and then customers. Make sure flats/ space above shops also look good - one window looks like it has a dead rat in the window!"*

*"**Restrict traffic / pedestrianise Orchard Plaza and use for more events, with outdoor seating** for the tea rooms, pub, etc."*

*"**Please improve the crossing here (1 Old Orchard)**. It's a real deterrent for people walking between the Quay and the rest of the High Street and vice versa."*

*"**Make better use of the Former Midland Bank site**, which has been vacant for ages, with community use if possible."*

*"**Plant more trees, e.g. on green space here and along the front of blocks on the estates** to improve the environment for everyone and benefit the high street."*

*"**Consider pedestrianising this stretch of Castle Street**, to make Orchard Plaza a calmer and more welcoming gateway to the High Street - north and south."*

*"Create life in the town centre by **offering housing that encourages community and provide fooderies for visitors but needs visible policing** to discourage the troublemakers."*

*"**Paint the bridge over the railway line** so it looks less derelict."*
*"**Have a Farmers' market** in this space to encourage people to walk between Sainsbury's and the High Street."*

*"**Restrict traffic/pedestrianise Orchard Plaza for open air events and as a gateway to the High Street** north and south."*

*"**Poole High Street should be an arterial highlight linking the shopping centre and railway station with the Old Town**. It should be cobbled or similar, there should be a **stylish boutique hotel mid-way** to attract people staying who will then wander up and down; potentially an **outdoor live music spot/bandstand type fixture**; **plenty of pavement cafe facility** and **individual artisan shops** selling interesting things which people really want to look at and buy (NB keep the classic Hardware shop and the frontage of Bennetts - anything like that but get rid of the tacky frontages which spoil it so much)."*

*"Poole Quay has huge potential to rival some of the Devon/Cornwall sailing towns, **a mixture of the right retail art/gift shops, restaurants and wine bars would attract people to the area**. The car park monstrosity **needs a face lift on the outside**."*

*"**Build a new bus station next to the railway station**. It is still a short walk from here to the shops and offices. **Build flats or offices above** to make use of the land and provide some sea views."*

*"The Dolphin Centre is great when it's raining and you just want to pop to one place to get a number of items. The high street is pretty much redundant and **should be turned into residential where possible**. **The bus station needs moving** and you could open up that whole area **into a green space linking with the arts centre and leisure centre** through to the park."*

*"**The town centre desperately needs a leisure attraction situated between the Lighthouse and The Quay**, which is family focused, open in the evening and not a cinema. **Why not redevelop the existing swimming pool site for town centre housing** (as has been mooted for ages) and **put the proceeds of the land sale towards the creation of a modern sports/leisure centre complete with courts, pool / water park / on the bus station site**. A wet weather leisure attraction in-town next to the existing shops and parking which is open in the evening would be a great draw for the town centre."*

"The loss of Poole Sports Centre was a real shame. In an era when we want kids to engage in sport, promote fitness and reduce obesity levels among adults, we need venues where you can play indoor team sports. Yes, there are other venues across the conurbation, but ***there is nothing in Poole town centre if you don't want to swim or go to the gym****.* ***Any chance of re-instating the old sports centre and running it properly?****"*

*"This area is such a disappointing square (Falkland Square****). How about an attractive greenspace surrounded by well-designed shopfronts*** *where you could sit in the sun, perhaps enjoy a beer on a summer's day and be entertained by a busker instead of walking on paved bricks that are well past their sell-by date whilst dodging pigeons, seagulls, dodgy looking fairground rides or food shacks?"*

*"****Make the high street accessible by bike****, so people can do some shopping at the Dolphin Centre end, then cycle down the high street stopping at other shops as they go.* ***Ideally there would be a segregated cycle lane down the middle to reduce chances of conflict*** *- in many high streets there's a road going down the middle so I don't see why a cycle track shouldn't work."*

"Personally, when I shop in Poole, I need a reason to venture further down the high street than here. ***The section of high street between here and Tandoori Nights is just unattractive****."*

*"****An indoor, secure and/or manned bike store would be great for shoppers and workers in the Dolphin Centre*** *as there is nowhere I'd want to leave my bike for long at the moment.* ***Could repurpose an empty shop?****"*

"This stretch of the old town is great. Good restaurants and pubs, attractive buildings. ***Please don't try and change this!****"*

*"****From North St to New Orchard should mostly be converted to townhouses or similar, as the high street is just too long to be sustainable****. The more people that live in the town centre, the more lively it will be. People to spend money in what would be their local shops, so more call for butchers, greengrocers etc. Less dead in the evenings, so safer to walk around.* ***Make it green and high quality, with little places for kids to play, so it's a pleasant walk****.* ***Safe cycle track from the dolphin centre to old town****. Maybe some shared workspaces too, so people can live, work, shop in close proximity- reduce car dependency!"*

"The lower high street is the best bit of Poole, especially since closed to traffic. ***Needs a bit of a revamp to make it look less like a road, so some greenery, outdoor seating, bike parking, space for live music etc****. Festoon lighting would look amazing in the night time/winter****. More independent shops and restaurants will make this a real destination to be proud of****."*

"Similar to lower high street, ***keep closed to traffic*** *but make it look less like a road so it is clear that the space is for people not cars.* ***Make a segregated cycle track*** *so cyclists passing through (as opposed to stopping to eat/shop) can go through without conflicting with pedestrians.* ***Space for live music and busking, lots of communal outdoor seating and tables, greenery, places for kids to play****.*

Celebrate maritime history somehow? Keep doing the great events e.g. bike night, BMX, cars, fireworks etc once we're allowed."

"Poole High Street needs far fewer shops and ***original buildings that have been residential in the part need to be returned to residential status****.* ***Remaining shops should [be] relocated into the Dolphin Centre*** *where there is much empty space. Please no further shops anywhere in Poole Town. The retail units under Dolphin Quays Apartments remain unused since built!!!!"*

*"****I would keep all retail shops up one end of town and re-utilise/re-position shops when there are vacant premises****.* ***Create a cafe culture*** *after the shopping area say from North Street down towards beginning of Hill Street.* ***Create a finance area*** *where all the banks, building societies, insurance firms etc can be located (from Hill Street, down the High Street until New Orchard).* ***Need to create space for market traders*** *whether this is a farmers market or regular market but with plenty of room to walk by so it should be spread out or in different zones."*

"The Lighthouse looks good and the outside area is attractive ***and it would be nice to continue this look over the road at the bus station****.* ***Could the bus station be repositioned nearer the Seldown Bridge roundabout*** *and get rid of the small open air car park and* ***provide a tree lined walk*** *to a re-vamped entrance to the Dolphin Centre free of unattractive buses greeting visitors to Poole. Or* ***perhaps turn the bus station around so it faces the Dolphin Centre car park?*** *Or* ***re-build the bus station next to the train station****."*

*"****We need to support and encourage local fishermen to sell their catch locally****. This will reduce food miles for our fish."*

"Poole High Street: From Sainsbury's down to Old High Street ***should be a Park/ arboretum walk-through, with current shops turned into residential dwellings and keeping some street cafes and seating areas****. (Sunderland Council have a brilliant regeneration scheme based on this idea).* ***Current businesses in this area should be moved up towards the Dolphin Centre (using current empty units)****. The Old High Street becomes the 'restaurant quarter' linked to the Dolphin shopping quarter via this lovely green corridor.* ***The facade (and car parks) of the Dolphin Centre needs aesthetically pleasing cladding****.* ***A new INDOOR bus station (as in many continental cities) with cafes/shops would eradicate the anti-social behaviour****. The fantastic Lighthouse Arts Centre* ***needs to be set amongst greenery and trees****. Please look at best practice in other towns/cities and develop an overall long term plan. The depressing town Centre needs to reflect the wealth and natural beauty of the area and needs to be a destination with events and where people want to spend time and money."*

"Poole high street needs to be a vibrant area that people want to visit for shopping and relaxation. So, ***shopping needs to be a good mix of food shops, artisan shops and boutiques with the emphasis on local traders rather than multiple chain shops****. Restaurants and coffee shops, again local and independent traders. It may mean the council* ***helping with rents and taxes to enable independent traders to get established****. There also* ***needs to be good housing available with***

***recreational areas for live entertainment**. AND the High Street needs to be an attractive place not the downbeat dull and uninspiring place it is at present."*

*"Losing the Stable was a blow, it was one of a kind in terms of casual but enjoyable evening dining in Poole. **The Quay could develop into a space for eating, drinking and socialising with more outdoor seating in summer, removal of the vehicle access at most times and a more diverse range of eateries and bars**. The view of the industrial area across the water is unfortunate, **could some planters be added to the harbour wall on the other side perhaps?**"*

*"It feels like there also **needs to be a plan for community events, so that the development suits locals as well as tourists**. This space and the grass between the Brewhouse and the main road, with markets, fairs, live music and other community engagement events?"*

*"Use this new space for **community events, live music and markets**."*

*"The Lighthouse is divorced from the rest of the town centre. Getting to it can be difficult. **The bus station needs moving away and should be located with the train station to integrate travel**. But not on the site of the current train station."*

*"Getting to the town centre from here by foot or bicycle is very difficult. I have to plan out the route first to think about the best way. **The current consultation on the Transforming Travel scheme doesn't suggest any change which is a great shame**. Who wants to use an underpass?"*

*"I support the suggestion for **secure bike parking**. **That and better routes into and around the town centre for cycling** would reduce the trips into town by car."*

*"If you are going to keep the lower end of the high street free from cars, and after the debacle of Keyhole Bridge, who knows what the councillors will do, then a bit of money spent on **getting rid of the road look and making it softer and a more pleasant** place to be would be good."*

*"Removing traffic from the Quay has been great but there is conflict between using it for cafes and restaurants, people wandering through and cyclists. **I like to use it for all three purposes but some sort of segregation is needed**."*

*"This section of the Quay is wasted. I accept that disabled people need access to the Quay but **they are a bit isolated from any activity when they get to this point**."*

*"Walking and cycling **needs improving here**."*

*"The Falkland Square area (whether the cinema arrives or not) **needs to be re-imagined as a space with cafes, bars and restaurants to create some kind of café culture with outdoor seating for each one**. As a tourist destination this could be just like some plazas you see in European cities in the height of summer. Currently after 6pm the place is empty aside from the one bar, anyone walking off the train into the square must wonder if they have arrived at a tourist destination. Imagine walking through there and finding crowds of people enjoying food and drink.*

Encourage the shops that are currently in that area into The Dolphin Shopping Centre or onto the High Street (using business rate or council tax incentives) *which in turn will re-invigorate both of those areas."*

"Create a transport hub here ***by moving the bus station into the space next to the train station and pedestrianising the area in front of the Lighthouse properly****. Busses can enter and exit easily onto the George roundabout and by making the Falkland Square area more welcoming people coming off a bus or train could walk into a much more attractive area night and day rather than a bus station next to a closed shopping centre which they cannot easily walk through after the shops are closed."*

*"****Local farm shop and bakers****.* ***Better parking facilities*** *for those parking outside Tesco's. No markings on path so often free for all putting pedestrians at risk."*

*"****Introduce mobility hub alongside the taxi rank****. Car club space and electric charge point. With more flats which will have no parking coming to the centre and more people giving up their car* ***we should be encouraging car hire and electric charging****."*

*"****Pop-up shop spaces for charities and organisations*** *- like Win on Waste at low or no rent. Preferably on a regular basis to allow for exposure for these organisations and fundraising. Smaller charities like ours struggle to source venues at low cost and tend to attract people who are already awake to the environmental message.* ***A pop-up shop would allow smaller charities to interact with many more people*** *who may be on the fence or unaware of the climate challenge."*

*"****Zebra crossing needed HERE*** *(19 locations in BCP)."*

"High Street ***SO much better without Cars****. (But BCP politics seems to take priority over logic and high % local demand)."*

"The link between 3 parks ***does NOT relieve traffic from Sandbanks road****! (But BCP politics seems to take priority over logic and high % local demand)."*

*"****Add a pedestrian crossing****, fast road without an easy place for children to cross."*

"I endorse [name removed] view ***regarding having a continuous harbourside walkway from Poole****. Would probably need to continue from Rigler Road as marked."*

*"****Look at ways the railway crossing could be removed altogether****. I understand this the busiest people level crossing in UK."*

*"****Time to address the ongoing problem of boy racers in Asda carpark and other open areas in Poole****. Asda appear disinterested."*

*"****Keep the lower High Street and Quay pedestrianised****. Have a weekly/monthly market similar to Wimborne with fresh fruit, vegetables, fish. Could also host events e.g. food festivals."*

*"**Keep pedestrianised and have more outside seating for bars, cafes and restaurants**."*

*"This is the arrival point by the cycle route. **Needs bike parking**."*

*"**Could make more of this square** for more cafes, dining, outside seating."*

*"Poole High street is very long and too uniform and monotonous in function. **It needs to be zoned into distinct, characterful areas** - a process that has started with Kingland. Dolphin [centre] for high street chains, Kingland for independents, the squares for cafes and bars, Quay for dining and drinking. **Need more bars and restaurants to create a real evening/night time destination**."*

*"**Improve the cycle route from here to the Quay and town centre**. Shared path gets very narrow and busy and then dumps you on the road at the Lifeboat museum!"*

*"Commerce Hub. It is a fact that the high street has declined over the years and there are lots of reasons for this. **This idea is a radical new look at how business working together could create what I have called a "Commerce Hub"**. The idea of the hub could be introduced into the local high streets throughout the BCP conurbation and the rest of the country. (3 locations in BCP)"*

*"**Bins in alleyways** a problem here."*

*"Keep road closed, various kerbstones have been removed, **need to resurface the high street to remove trip hazards**."*

*"**Would be great to create an artistic quarter** around this area and spread sideways into New Orchard and Market Street."*

*"This space is wasted, **creating small retail/craft units along here** would connect the quay and high street better, and a sense of wandering between active elements. Would also mask the car park."*

*"This car park is looking very tatty, and **in need of a paint job, ideally with a bit of artwork**."*

*"This is a dreary link. Great to have the new independent units, but **would have been better to open this out to the south to let the sun in**."*

*"It would be great if some of these lanes **had active frontages, to encourage wandering**. The high street is too much a long linear feature."*

*"The current car park could possibly [be] used as a **weekly/monthly farmers/artisan food market with secure chalet style booths** similar to the one used in Bournemouth Square Xmas market**. It would give residents an opportunity to shop locally without having to travel to Poole/Broadstone or further afield for a wider range of products whilst supporting local business**. It*

would also give a boost to the Acorn Pub trade on market days. If successful, the space or other surrounding spaces + community centre ***could also be used for a variety of daytime/evening entertainment for locals to enjoy****. Looking at the interactive map it's clear that most of all the Big Projects are tourist based & centred along the beach front corridor & routes to & from it.* ***Many of the BCP area seems to be ignored or neglected when it comes to the Big Plans & Bounce Back Better campaigns****."*

"The last time I went this far down the High Street to shop in the afternoon I got verbally abused by some drunk blokes, so I avoid the area now. ***Try to get the bigger more prosperous shops down towards or in the Dolphin Centre and then make the end from the level crossing down to the Quay over to housing****. This will give a new lease of life to the bottom end of the High Street and will hopefully make the Dolphin Centre a more lively shopping centre again too."*

*"****Have stricter rules on signage****. I think that ugly, poor quality shopfronts and signs are one of the largest contributors to Poole High Street looking run down.* ***Signs that respect and enhance the historic nature of the town would be brilliant****. (funding perhaps from the High Streets Heritage Action Zone?)."*

"Falkland Square is not somewhere anyone wants to spend any time. ***It would be great if it could be turned into a large attractive square/green with cafes and restaurants on all sides*** *(possibly demolishing where Argos used to be to leave a large greenspace where people could sit, relax and play a bit like Wimborne)."*

*"****I echo calls to move the bus station****.* ***There is a desperate need to link Poole Park and The Lighthouse with the High Street****. There is currently nothing to naturally draw you from one to the other, in fact pedestrians are actively discouraged from walking between them with the busy roads, uninviting underpasses and bus station. There would be no need for another cinema if the link to the Lighthouse was improved.* ***People need to be encouraged to stay in Poole longer for example for dinner before the theatre or a drink after a concert****."*

*"****Encourage conversion or building of flats*** *above shops where space is unused."*

*"****Weekly farmer's and local craft market****. Start with very cheap pitch rates to encourage producers to come and sell in Poole."*

*"****Please make the owners do something with this now unsightly ex-pub****. Thanks."*

*"****Keep the high street pedestrianised!*** *It's been amazing since it's been implemented. Would be good to have* ***more outdoor seating down the old town high street*** *and make it look less like a road."*

"Please ***do more to enforce the 'no feeding birds' policy****. Thanks."*

*"****Please remove the loose stones between the parking bays****. As expected, they are spreading on the road & pavement causing a trip hazard to disabled people for whom I think the bays are marked. They will soon trap weeds, litter, leaves etc &*

look unsightly. ***It would make more sense to redesignate the disabled bays to the front of the lake-side car park making it easier to get to what people come here for*** *- lake view, cafe, walk etc."*

*"**Increase the number of disabled bays at the front of the lake-side car park** making it easier to get to what people come here for - lake view, cafe, walk etc."*

"Credit to the Council for such a nice refurbishment of the Park, the War Memorial Garden is splendid. Let's keep it that way. To help do so ***introduce full time Park Rangers to be available to answer any questions about the Park (facilities, history etc); check for the safety of people on/near the lake; keep an eye on the welfare of the birds; look out for litter/rubbish; notice running maintenance/repairs needed; remind people of the rules when broken, issue fines to persistent offenders (including parking) etc****. Thanks."*

*"**Get another business into the shop** where this is it was. **The lower half of the high street really needs a boost with a large shop and a tidy up**."*

*"**Artists studios and space for events and seating with green space**. So much potential here [to] connect to events on the Quay, celebrate local arts, and to evoke the historic sense of Poole and its working history and introduce a vibrant new future.* ***So much better than converting it to the residential use for a few people****. Prime development site maybe, but time to reclaim some of these places and open up the narrow high street."*

"Agree and ***renovate the building that looks dangerous*** *on Bowling Alley Green adjacent to Poole Printmakers and* ***offer artists space here****."*

*"**More green spaces up the length of the High Street**,* ***smaller bins*** *in more subtle places. Provision for* ***busking and performance areas****."*

*"**Make this bridge more attractive to pedestrians**, artists brief to include locally focused renovation and artistic lighting. Gateway to the Quay, and thoroughly unattractive at present."*

*"**Trees please up this street**. They have all died or been removed. Will also help with traffic speeding?"*

*"**Current paving is dangerous** and replacing to make it a place where you can enjoy shopping.* ***Obstacles such as bins and seating are misplaced*** *so that shoppers constantly have to zig zag down the High Street.* ***More enforcement*** *to stop cycling and keep it a safe pedestrian area.* ***The shopping offer needs waking up*** *and new business need encouragement to open in Poole.* ***We need a High Street to rival other options*** *and keep shopping alive in Poole."*

*"**Modal filter here on** Catalina would keep Catalina/Labrador quieter, people could reach the car park from Newfoundland. Parallel crossing needed at top of Catalina as you exit the underpass to Baiter Park."*

*"**Remove the on-street parking on the left of Catalina and Labrador** to create a protected cycle lane to the Quay."*
*"**Re-design this roundabout to include a protected cycle lane to the Quay**. If Catalina had a modal filter this roundabout would be quieter. **Remove the large triangle flower bed**. Current routes are too narrow and tip cyclists on to the road."*

*"**Keep the Quay pedestrianised, resurface the whole scheme, create attractive boulevard/walkway by the water's edge with parklets, trees, sociable seating and bike parking areas**. **Create a dedicated cycle lane** along the current road, with pedestrian zebras across at strategic places."*

*"**Encourage a floating restaurant on the other side of the Quay** to get footfall along the whole Quay."*

*"There seem to be lots of empty lots here.... **a large artisan food hall** would be a real draw to locals and tourists. See www.reffern.dk for inspiration (Copenhagen food hall)."*

*"**Is there any way of adding a walkway/cycle path/boardwalk (all three?!) around the edge of Holes Bay here?** The Hamworthy side of the Quay has so much more potential than just a housing estate. A maritime museum? Cafe? Observation Tower - let's think big and work on Poole's maritime history."*

*"**Build a new pedestrian/cycle bridge** over the water here to join both sides (old bridge too narrow for the current shared use path). Encourage people to the Hamworthy side to floating restaurant, maritime museum, electric boat hire, boardwalk/nature walk into Holes Bay etc etc."*

*"**Create a large indoor artisan food hall** in this area - inside and outside seating. See reffen.dk (Copenhagen Food hall) for inspiration. Local restaurants could have stalls, cafes etc little offshoots of existing plus new…"*

*"**Revamp the run down telephone box**. Put something useful in there like a library or defib."*

*"**Add a small orienteering course or a community bug hotel** in the overgrown left corner."*

*"**Introduce a small children's play area in this space** (or, perhaps, elsewhere on the high street) to encourage families, out shopping or visiting the Quay, to stroll down the high street. It would need to be close enough to both the Dolphin Centre and the Quay to make the walk not too much of an effort for tired parents and grandparents being egged on by their offspring. (The old wooden sculptures in the Arndale Centre didn't offer much in the way of entertainment for children but were still popular.) Swings may be too much of a risk but **slides and tunnels and things to climb and balance on give children something to look forward to when dragged out shopping**... and, hopefully could be selected and arranged so that they wouldn't attract littering loiterers in the evening or block any necessary vehicular access."*

*“With the expected increase in visitors this year, parking is going to be an ongoing issue and the resultant congestion is inevitable. Although reducing car usage and increasing the use of public transport is the overall goal**, in the short term looking for overflow parking with added services could be an answer**.*
*Places just outside the town centre are Meyrick Park (Bournemouth) and Baiter Park (Poole). **My suggestion is to use the south end of the park (away from the rugby pitches Meyrick) as a temporary grass overflow car park**. Furthermore, **there is another gated area on the left that could also be used**.*
*In both locations there would need to be temporary fencing dividing the area off, either as a private venture or operated by the council the parking fees would be useful, **it would also need signage and maybe some portable toilets**.*
*Although a short walk to the beach, it could be advantageous to offer one of the bus or coach operators **to run a shuttle service to locations along the beach and to create a location for the Beryl bikes and scooters**. This could also be discounted for residents of BCP.”*

*“**Restore Route One bus service to lower High Street**. Like many such schemes this appears to prioritize the interest of the young and fit over the older and less mobile.”*

*“For the safety of pedestrians **enforce existing ban on the use of privately owned electric scooters**. (3 locations in BCP)”*

*“The railway bridge dates from the opening of the line and is a heritage asset. **It is incumbent on the authority to ensure that it is kept in good order**.”*

*“**Under no circumstances should there be a Modal Filter** as it would affect the Route One bus, much used by older passengers. Such schemes prioritize the interest of the young and fit over the older and less mobile.”*

"Communal seating, with more trees to encourage birds. Flower tubs.

*“**Get rid of the block paving**, it is all uneven and unsafe. **Change the bridge over the level crossing**, far too steep for some to cross and seats for people who need it to wait for the trains to pass.”*

*“**Artisan market stalls selling unusual items**. **A pond with fish** in perhaps, if you can trust people not to throw in their rubbish. **More rubbish bins**. As a litter picker I despair on the amount of dumped rubbish.”*

*“If not a cinema then knock (some of?) this down, **open up the space to the sun, green areas, tables and chairs for dining / bars, street entertainers** etc.”*

*'"Agree with loads of the comments on here. The map with pins is really great but **we need a 'like' / 'dislike' or upvote / downvote function to remove repetition**. Fully support:*
*- **convert surplus retail to residential** for a mixed environment down the length of the high street, local people shopping at small retailers*
*- **nice local bars with outdoor space** for these new locals*

*- **zoned areas, green spaces, performance spaces** (street performers plus more organised events*
*- **space for street food, craft fairs, farmers market***
*- **a few units for pop-ups** (don't want them empty)*
*- gradual improvement **will hopefully reduce anti-social behaviour** as families are attracted etc."*

*"**Agree re increasing outdoor dining, entertainment areas, keep pedestrianised, make safer for mix of pedestrians and cyclists**. Some of the signage on shops is tacky and not well maintained, also **please remove or replace the tatty flags**. Again, **a request for a like/unlike upvote/downvote function** on here to remove repetition and prioritise ideas?"*

*"**Cheaper parking** at the dolphin centre to attract people from the surrounding area and support the new small businesses."*

*"**Bus station needs a facelift**, agree with comments about **linking up lighthouse and park**, would be good to get **more greenery in**, realise not an easy ask given the roads / subways etc."*

*"**Fill the empty units by Lock Fyne** – supermarket, food hall, green grocers. **A doctor's surgery** is needed. The Mazda dealership could be put to much better use than selling used cars. **A useful community space, space for pop up markets, temporary art gallery**, things that are more geared to the local community. **Allow seating of restaurants into the pavement for a more continental feel**. **More hanging baskets, planted areas** to brighten up the appearance."*

*"The top and bottom sections of the High Street **could remain as two distinct shopping areas**. There are currently far too many shops and many are empty particularly in the middle part. **Could many of these buildings be used for residential purposes with parking at ground level** (either see through or false fronted to the High Street to retain the look of the area and increase security for the future residents who would not want living areas opening onto the street). Apartment living accommodation from first floor up would be brilliant in the centre of town."*

Bournemouth (112 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Bournemouth could be reimagined. The key themes to emerge from these comments were:

- Regenerate empty, underused and derelict buildings for multi-use purposes including residential, leisure, retail, workspace, educational purposes, village-type living, community space, space for small businesses and start ups, and conferences. Some respondents also mentioned that they would like to see Beales, the Pavilion and BIC demolished and rebuilt.
- Improve roads/bridges/sustainable travel/public transport/taxi ranks/active travel

- Improve pathways (pavements, promenade, trails, fitness, viewpoints, boardwalk, lighting, maintenance etc)
- More green/open space including planting, and trees along pathways, beaches and near cafes, restaurants and bars
- More creative arts units, live events, festivals, busking, band stands, open air cinema, more activities for locals and tourists, and students involvement artistically.

Below are the comments submitted by all respondents:

*"Westover Gardens **so much potential to feed foot/traffic** from the Lower Gardens/Beach area up to Westover Road and the town."*

*"The Council have done a great job with the Citrus building. Now **we need to see Fir Vale Road/Cameo cleared up with the large island site being completely demolished and replaced with living space for rent, co living and buy**. **Active frontage on the ground floor**. The location can take a decent amount of height too. More residential in the town centre creates a community and demand for the retail, restaurants and coffee shops. Putting the heart back into Bournemouth."*

*"The old departments stores are all redundant now. The upper floors are now serviced by a warehouse in Lutterworth. **Reconfigure the buildings to allow residential accommodation. This can be co-living, rental or sale**. Bring back the heart of the town. More residents means the area revitalises, is self policing and creates demand. Co-working space as well as active street frontage of smaller units for local business. Do not be constrained by listed buildings, allow them to evolve and adapt for today's demands/needs."*

*"**Widen the speed bump going towards Iford roundabout** so 4x4s or vans also have to slow down. Driving under the bridge towards Iford roundabout has precedence and people often speed to stop cars coming in the other direction."*

*"**Don't keep outdated buildings**. Take this opportunity to start again with something more appropriate to our times. **Village type of living accommodation, smaller retail units, or just nice open spaces**."*

*"**Remove street beggars**. There seem to be people in sleeping bags in daytime but at night they all vanish. Sleeping bags, bundles of trash all need removing once left abandoned."*

*"**Improve safety and usability** of this lovely local park."*

*"**There is no need for this bus / taxi route**. It saves them seconds. Ruins the town centre and dangerous for kids and visitors to the area crossing between the town centre and gardens."*

*"**This whole route needs a clear up**. The former building of Bliss and Toko need compulsory purchased and turned into educational or flexible work space."*

*"**Encourage the developer to start this project asap**. The cinema's are neglected and need transforming into new vibrant spaces that drive footfall."*

*"Reviews of similar areas overseas **need to create a multi-use surface that is flat along the whole promenade and not tarmac**. Visually improves the area and creates long term solution setting Bournemouth apart from other UK towns."*

*"This area could be so much more. **Sign post trails but lets build some areas for the children of BCP to enjoy with no cars nearby**. Structures such as those at Moors Valley should be built. Plenty of room for them and the rugby club to thrive."*

*"A taxi rank was added in the summer on the other side of the road **to make room for the buses which reduced the accessible parking for town users**. The over all atmosphere became cold on the street and less like a destination."*

*"**Remove bridge** – underused."*

*"**Consider change of use on multiple retail units**. Westover Road could draw regular foot fall with the local independent/individual businesses."*

*"**Zero tolerance for beggars and drug dealers on the Square**. Walk through it now why would local families come here let alone visitors?"*

*"Accept that this area can support a thriving nightlife and embrace it. **No traffic after 6pm at weekends**."*

*"We have some huge retail spaces to fill. **Why not transform them into accommodation to bring people back into the town**. It would be good to **provide more temporary housing for the homeless too**. Homelessness is a huge problem in Bournemouth and following the pandemic it could get worse."*

*"This area is underused. **During summer months let it become a street food market**. **Increase outdoor seating** for those that want to enjoy the view without going down to the beach."*

*"**Provide free parking for Bournemouth residents** - even if it's only selected days and times of the week. I don't shop in town any more as I don't want to pay to park when I can park for free at Castlepoint and get everything I need there."*

*"Using local knowledge **there should be various fitness trails along the beach and incorporating the zig zags and other natural features**. Can be designed for all levels of fitness and promotes wider use of area in the off season."*

*"I'm not sure why this area isn't included as 'High Street' given the shops? Please **make this stretch of road a 30mph zone down from current 40mph after the pedestrian and road traffic deaths in the last few years**. The path is very narrow and cars treat this as a race track accelerating until the speed camera towards High High Close. This is a built up area with lots of people walking across to the retail park. It also needs space for cyclists."*

*"**Rejuvinate the redundant Department Stores**. **Offer commercial and/or retail space to start up businesses** so they can "test the water" with their projects before setting off independently knowing their project is needed in the area. Also consider **making rental space and business rates at a reasonable cost** - better to have a building busy and useable than standing empty and dejected."*

*"Post Office Road is an ideal area to expand with a cafe culture - **outdoor seating and a variety of places to relax, eat and sit in safety**."*

"Weekly market."

*"**Move the children@ merry-go-round** from the Square to the Gardens."*

*"**Divide the Debenhams building into smaller units** to encourage local businesses / arts & crafts enterprises which will in turn attract more tourists to the area."*

*"**Encourage more local, independent retailers** to preserve the lovely buildings here."*

*"**Introduce a trail for visitors perhaps via app or bronze cast plaques featuring specific items** (eg trees, wildlife etc) that can be found in the area and leads to further information. Information can be handed out at local tourist info. Could incorporate not just the park but other places around town / the beach etc."*

*"**Outside children's shallow pool area** with fountains to run in."*

*"**Ensure the band stand keeps open** for musicians to play day and evening events and movies."*

*"**To encourage people to pick up their litter.** Use bins that activate noises eg seagull bin makes a seagull noise kids will love to find litter to activate it (check out Black Gang Chime IOW). Another incentive is if you fill up a bag of rubbish take it to a collection point for a voucher for a free ice cream (soft scoop and wafted cone so no added litter)."*

*"**More enforcement against litter droppers**. **Improve the toilet blocks** that at the best of times are not well cleaned and in a poor state of repair."*

*"I have no incentives to encourage me to shop in Bournemouth at present. There are hardly any places to buy clothes for a male and everything else I can get online **unless I was offered a better 'experience' with more independent shops** offering an enjoyable retail experience, e.g somewhere like Brighton Laines or Totnes. **The anti-social behaviour in the centre compounds my reluctance to come into this town** as I did regularly 10 years ago."*

*"**It would be lovely to have small shops around**, bakery, butcher, gift shops, shoe shops and not just coffee shops and restaurants!"*
*"**Please do something to get all these empty units back in business**. Westover Road was THE place to shop and it's now so sad to see it in this miserable state! **Rents to be reduced and business rates lower** to get new businesses in!"*

*"**Could you please put more lighting here in the churchyard** as drugies are present constantly - police to monitor this … I walk my doggie here every day and in the middle of the day people are scoring drugs on daily basis and regular intervals!!!"*

*"To complement and benefit from the attraction of its beaches, **the town centre needs a new shopping mall** similar to Quay West in Southampton. Look how successful West Quay is, and they don't have the beach visitors that we have!"*

*"**Improve the lighting** in the underpass between Holdenhurst Road and BH Live."*

*"[Name removed]'s idea is brilliant! **No more tatty bandstands but an attractive, purpose built, live performance facility**. Noise will still travel, so performances should end at a reasonable hour in respect for the large residences/hotel above."*

*"Without delay, **ban skateboarders** from the town square and add more benches. With its outdoor cafe, it should be a tranquil place for a stop. Screeching skateboards coming from nowhere are frightening."*

*"Without delay**, ban the use of all cycles, scooters, skateboards, etc in all pedestrianised areas in the centre of town**, including the lower gardens. Many come through at speed and are a serious, frightening hazard, particularly to young children."*

*"Old Christchurch Road is an important part of our town centre but seems to have lost its appeal**. I'd like to see more planting**. Trees that support wildlife and not one-off ornamental varieties, green walls, big planters full of colourful flowers. All of these have to be maintained properly - BCP sometimes seems to consider green spaces a liability rather than living entities that need looking after. **More outdoor cafes. Pop-up market stalls. Cycle lanes and pedestrian areas**. **Clean up some of the beautiful old architecture and cover empty shop windows with colourful and interesting backdrops**. **Have spaces for young people to play instruments** and maybe have a piano (I've seen this elsewhere) that anyone can play. **Areas for artwork** to be shown. Make it colourful and vibrant."*

*"Remove the cafe, the play rides, the skateboarders and **make this open area with more trees**. Replace the slippery flooring when wet. Possibly **open up to more entertainment**."*

*"Westover Road looks a mess and has full potential. **Business rates need to reduce** to bring independent retailers on board. **Old ice rink and cinemas need regenerating** sooner rather than later. Been empty for ages."*

*"Commercial Road to the Triangle - **Pedestrianize area of Commercial Road** provides both the resident and visitors with a shopping experience but not with any rest and relaxation outside spaces. My idea is to create areas up the road were cafés or coffee shops could provide outside seating. The main issue here is the geography, is that the incline of the hill is too great to place tables and chairs directly on it. **By creating fixed open platforms that would provide a flat level space that would allow for the development of***

1. the expansion of current retail, by the addition of open spaces.
2. the introduction of new standalone catering units or
3. redevelopment of closed units with outside space.
I appreciate that any locations would need to allow access for emergency, delivery, and street cleaning vehicles.
There are two basic options as I see it, 1. Just space with no services (maybe just power) or 2. Water, drainage, and power with lockable storage (may be at the lower end under the platform)
Ideally, ***I would like to see 3 platforms with a mix of retractable coverings, sunshades, lights and heaters that are licenced for food, teas and coffees, drinks, ice cream with sympathetic planting*** *creating a welcoming space that can be used throughout the day and early evening. This I feel would create a reason to visit Commercial road (other than retail) and with further development of the Triangle would create the link to further hospitality."*

*"****Expand active travel options*** *around BIC, linkage to town is poor.* ***Consider restricting traffic*** *in area around."*

*"****Continue and hurry with winter gardens project*** *and* ***improve pedestrian routes*** *in area. Area is beginning to look run down with limbo."*

*"****More balanced town centre, accomodation, commercial and destination spaces****. 15 minute neighbourhoods and active travel encouragement. We do have destination in Bournemouth in the beach. But* ***it needs to be linked more definitely with the shopping and hospitality zones****."*

*"****Demolish flyover and find method to re-route traffic****. This provides a barrier to entering gardens, even if it is psychological. Also* ***provide smaller units beachfront to encourage night time (and by night time I mean past 5pm)*** *Restaurants and bars more central. than out to Durley or Boscombe. This not only provides more destinations, but reduces anti-social behaviour and encourages more spend in local business.* ***Provide better lit pathways and active travel*** *inland from beach."*

*"****Have the bandstand in use much more often****. When there is a band playing it draws shoppers down and encourages them to linger and draws people up from the beach to explore more of the town.* ***Possibility for an open air cinema*** *on summer evenings that are so popular elsewhere."*

"BCP is the place for safe cycling holidays. ***By promoting BCP as a cycling-friendly holiday destination (that's normally associated with stunning landscapes) with a range of cycling tours/trails would I feel create a new modern reason to visit****. With BCP's massive investment in cycle lanes, this is a positive marketing opportunity to invite new "green" visitors. Either through partnerships or directly by the council, you could create a range of cycling trails that are designed and tailored to age, ability, length and duration. That visit a wide range of our stunning locations, local attractions and places of interest, throughout BCP and the Dorset area. BCP Cycling Jamboree. With the focus on cycling within BCP,* ***the idea also includes a week or weekend-long cycling festival with cycle trails starting from Poole and Christchurch that culminate at the "Bournemouth Seafront Cycling Jamboree"****. This would have a range of stalls with such things as*

bike and PPE safety checks, retail, hospitality, cycle training for kids, sprint races, hill climbs up and down a zig-zag and BMX racing and displays on the beach. I would envisage planned rides from Christchurch starting from Highcliffe castle and Poole quay following the seafront routes. This type of event could be marketed throughout the UK, bring a different audience to the BCP area. If it could be arranged maybe annual bike rides from London for the more inclined (or for fundraising) and also see what could be arranged in the professional racing scene."

"Drone Racing. Drone racing is an up and coming sport that takes place both in and out of doors. BCP have several locations suitable to hold a weekend event. ***A suggested location would be Meyrick Park this is because it's large enough and has a great 360-degree viewing area****. Meyrick could also be used for limited camping and motorhome stays over the event."*

*"****Encourage more varied and smaller shops*** *i.e. not big chains, by arranging/ supporting competetive rents.* ***Change some empty properties to residential use****.* ***Have a regular local farmers, local crafts market*** *may be indoors. Re - instate limited time,* ***free parking*** *to encourage people to ""pop down town"" for something."*

"I think it's be a great idea for some of the beach huts which frankly look horrible ***to be changed into more facilities*** *ie toilets, modern stylish eateries etc thus moving groups away from the pier so it's not so congested. A bit like your beach fronts in Spain etc.* ***Outdoor seating, live music during the day and evening****. Bournemouth has so much potential but they just don't use the space they have."*

*"****Demolish Beal's which has no architectural merit and we do not need to redevelop the building into low cost flats****. This will open up the area to St Peter's church.* ***Plant trees and develop the area as a town centre plaza with street food, exhibitions, farmers market****. It will also let sunlight into Old Christchurch Road. Stop BCP developing new retail spaces, we have enough, encourage retail to spread into the side streets many of which have Victorian buildings and ripe for development of outside bars al fresco dining and local shops. Stop BCP from over developing every available area.* ***Trees gardens, plazas and outdoor space****. Also demolish Argos."*

*"****Pier and seafront needs to offer pop up locations for local business to get started*** *- food stalls, craft, fashion. Not just a seaside town****. Better restaurants, cafes, bars in a more Mediterranean style with coffees and eating and relaxed casual eating****, not just fast food, cheap alcohol."*

"Ocenarium - outdated now and not very eco with animals in captivity. This is a great location and could really harness the environment, the local area - ***could be good for everyone to learn more about local fish, fora and fauna and wildlife species*** *with programmes in place to release nurtured sea life."*

*"****Boat ferry service from Sandbanks to Christchurch with stopping points at Bournemouth and Boscombe piers, poss Southbourne****. Great for helping with traffic, good for tourists and showing off the beautiful sea/land views."*

*"**Knock down and redevelop**. Move conference centre and offices to further out of town. **Create a buzzing square with restaurants and coffee area for al fresco dining** but can have awnings and heaters, viewing gallery/walkway to admire the fantastic views. Include tallest point for people to climb eg 300 steps and a lift, most cities have a **viewing point**."*

*"This main road really separates the beach and town, **is dangerous and could be better routed** to avoid this."*

*"Drugs being openly sold here **needs police attention and or CCTV put in**."*

*"The **new pavement in the pedestrian area outside Beales looks awful**. Holes and patches. It is only 2 years old!!!!!"*

*"**Use the old Mark and Spencers site for a covered, indoor food market**. Like the one in Oxford centre. It would draw people back to town centre and help other shops too. Bournemouth is lacking in a proper food market."*

*"**Knock down and redevelop as a state-of-the art concert, music, conference venue**. Something with international modern architecture that will have iconic status and contribute to reputation of town. Go and visit the Sage Gateshead to see what's possible. Get national businesses involved, plus Arts Lottery - to bring back BSO too."*

*"**Create an indoor activity and experience centre** for residents and visitors incorporating for example state of the art climbing walls (not limited to children) and interactive science/nature/art centre etc. No indoor dining because we want people to visit the existing eateries in our town. (No cheap fast-food chains, please!)."*

*"**Remove the run-down aviary**. Not a fan of keeping birds trapped in such a mucky and small place. **Re-develop this area and Pine Walk into a skateboarding area**. The noise can be alleviated by some kind of smart looking sound barrier facing the lower gardens. Noise should not poise a problem on Westover Road due to the existing traffic noise."*

*"A brutal and radical suggestion: **Tear down the Pavillion and build a cultural hub for the town**. **Erect a smart, multi-functional and architecturally interesting building for a variety of purposes**. The building may be charming but the decor, seating, stage, function rooms etc. appear hopelessly dated.*
Purpose 1: Offer performances such as concerts, ballet, modern dance, theatre, cabaret shows, jazz/blues concerts, fashion shows (as in a fashion week), show films which are not main stream etc. (Not to compete with large scale events which takes place at the BIC.)
Purpose 2: Enable conference facilities.
Purpose 3: A venue for celebrations such as weddings, birthday parties, gala dinners etc.
Purpose 4: A roof terrace (no fast-food chains, please) with a separate bar area, separate theatre style cafe area and a separate restaurant."

*"**Add some interesting artwork** inside and outside the station to showcase that it is a gateway to Pokesdown, Boscombe and Southbourne. **Get different artists to do something every year**."*

*"**Open out the town centre by encouraging independent shops along all the side streets** that shoppers and tourists want to visit, and stop blocking off the side streets with activities focused around the square."*

*"**Broaden the range of activities available to tourists and locals in the town centre** eg. Quirky museums, galleries, things to do other than go to the beach or drive to surrounding areas."*

*"**Demolish Beales and create additional green space** to open up and better link Bournemouth gardens and shopping areas."*

*"**Make greater use of gardens and move activities out of the square into the gardens**. 2019 illuminations show what can be done, lets have more like this - but also link trails into the town centre (including around the side streets) to drive increased footfall into shopping areas and reinvigorate the whole town centre area."*

*"**Reduce the amount of free disabled parking and provide some short term free parking to encourage people to come into the town centre** (why would they when it is full of empty shops and other local areas do offer free parking)?"*

*"The Christmas market is an embarrassment - every other Xmas market I have ever been to is so much better. Certainly not a reason to come into Bournemouth! **Put it somewhere else** around the town centre that encourages shoppers to explore the whole town centre."*

*"**Repurpose and provide community/cultural/creative space** - including for a broad range of exhibitions, fairs and pop-up events that would be attractive for both locals and visitors."*

*"This whole area needs a revamp. So many empty store spaces which is unsightly. **Try to get more business to rent out the space** maybe some nice places to eat etc."*

*"**Demolish Beales to make a nice green space** bring more light in. **Have farmers markets and little pop up stalls** that change from time to time."*

"More seating or picnic areas."

*"Tidy up this area as it looks derelict, nice cafe and seating area . Decide if the lift can work or not and **take appropriate action**. **Replace with path or other option**. **Could there be a zip wire or a gondola style lifts**? **Make it a destination for ice cream or local fish** produce."*
*"**The train hut needs to be redecorated** perhaps by art students at the Uni or a competition to showcase the area."*

*"**All beach areas need be monitored** with big fines to ensure that there are no overnight campers who drink and use the area as a toilet - not pleasant at all. Feels unsafe move people along quickly so they know they aren't allowed to do this."*

*"There are main complex issues being anti-social behaviour in our towns and cities, although it looks like its mainly based around people who have addictions to drugs and drink and in the whole are known to Police and social services. **My idea is to develop initiatives that create an environment within the High Street setting that makes anti-social behaviour and rough sleeping more difficult to achieve**. 1. In general terms older shops have been designed with doorways that are set back from the main thoroughfare or pavement, these create places for people to congregate, sleep and urinate. **By providing the shop owners or retailers with access to subsidies or support** to either redesign the shop fronts, or fit security roller shutters so that the shop fronts are flat to the street would, I feel reduce the number of locations within the High Street for people to sleep. 2. Also by **simply changing the seating design** to one like a gossip's chair, courting bench, kissing bench, conversation bench or a cloverleaf design, breaks up the standard bench and provides less space to lie down, It also makes the area look more contemporary and helps with social distancing as you are facing away from the person next to you. 3. **Increase the lighting levels** (using sola powered LED lighting) and **increased CCTV cameras** in these places and where people congregate and increase the use of regular drugs dogs and patrols, through-out the night, so over time being moved on would become a pain."*

*"**Demolish BIC and move world class conference centre to Boscombe to create uplift there**. Current BIC has best location in town. Create a 'square' by the sea, with boutique hotels, restaurants, cafes."*

*"**Build a stilted walkway/boardwalk** between the two piers with seated areas/coffee stops/ice cream."*

*"With the expected increase in visitors this year, parking is going to be an ongoing issue and the resultant congestion is inevitable. Although reducing car usage and increasing the use of public transport is the overall goal, **in the short term looking for overflow parking with added services could be an answer**. Places just outside the town centre are Meyrick park (Bournemouth) and Baiter park (Poole). **My suggestion is to use the south end of the park (away from the rugby pitches Meyrick) as a temporary grass overflow car park**. Furthermore, **there is another gated area on the left that could also be used**. In both locations there would need to be temporary fencing dividing the area off, either as a private venture or operated by the council the parking fees would be useful, it would also need signage and maybe some portable toilets. Although a short walk to the beach, it could be advantageous to offer one of the bus or coach operators to run a shuttle service to locations along the beach and to create a location for the Beryl bikes and scooters. This could also be discounted for residents of BCP."*

*"**PLEASE keep the last remaining part of the prom unilluminated**, to preserve this little bit of 'dark skies'!"*

"Westbourne is a great space - it's got plenty of lovely independent shops and good architecture. In my opinion it has too many charity shops, but it has huge potential. ***Allow eateries and restaurants to operate larger outside areas – a more continental feel****. The possibility of* ***pedestrianizing Poole Rd permanently or intermittently to provide space for markets, community activities and experiences****. Inject money into the arcade and bring it to life* ***with lights, new flooring, frontages a lick of paint****.* ***More designed street furniture****.* ***More hanging flower baskets, planted areas to brighten up the appearance. Increase on green mobility options – bikes, scooters and reduce traffic flow and parking spaces around the central one-way system****. Introduction of a custom Westbourne loyalty scheme/ card.*

https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consumer-business/deloitte-uk-consumer-review-role-of-the-high-street.pdf

https://fleximize.com/articles/001983/7-ways-to-boost-footfall-in-retail."
"

"Bring back The High Street. ***Drop rates to afford to bring independents back to town****. Butcher, baker, fishmonger, fruit & veg, hardware, small craft / artisan independents****. Possibly turn Beales into indoor market of makers and food suppliers****. The strip by House of Fraser and The Arcade would become a destination for good quality locally sourced sellers, like the Xmas Market.* ***Put a food hall in Beales, a drinks bar, taco stands, cheese melts, gourmet burgers.*** *E.g: https://www.mercado28.pe/en/home."*

"People seem to have an issue with skateboarders, but its a popular sport and kids need a place to practise. Instead of banning, ***turn The Triangle into a skate park with jumps, street art****, etc. like this one next to the European Bank in Frankfurt. Skate shops bring young people to the area, independent coffee shops, independent clothes shops... CANT MOVE THE PIN ON THIS COMMENT. SHOULD BE AT TRIANGLE!"*

*"****Turn this into a Lido, include a bar / good food place****. Like Icebergs in Bondi, Sydney. https://icebergs.com.au. There are no pools left in town and this could be used all year round if heated. See also, Jubilee Community Pool, Penzance: https://jubileepool.co.uk.*

"Clean up this eyesore. ***Insist the landowners make the surface safe and replace the fencing****. Then* ***ask the local artists to paint in street art style*** *like the underpass by the Tennis Club. This is the first view of Bmth by anyone visiting the BIC, the beaches, the town. The landowners can readily afford to pay to improve this."*

"A conservation area but you'd never know it. There needs to be ***a firm and consistent approach taken on new shopfront design*** *to raise the quality of the appearance."*
"Need to ***resolve a way for cyclists to pass through this area*** *linking the routes north and south of the square - even if instructions are to dismount."*

*"**The BIC needs a complete re-think**. It's an ugly block which doesn't make use of what could be numerous breathtaking sea views. Forward thinking uses for a building in this location."*

"Whatever happened to the 'Grand Garden Walk'?"

*"Should **this be part of a cycle route** that runs along relatively flat land into the pedestrianised area?"*

*"Will Nationwide need all this office space post COVID? **Possibly convert office to multi-office user site?**"*

*"This area so desperately needs sensitive comprehensive development, but how do you bring the different landowners together? **South Western House should be removed to encourage activity into this redeveloped zone**."*

*"This **area opposite the Hilton needs resolving** - a bit of 'left over' land that is in limbo."*

*"Bath Road needs **more safe pedestrian crossing points**."*

*"All the buses make **this area a nightmare for pedestrians to cross**. **Quite polluted too**. Do all of the main bus stops need to be concentrated here?"*

*"**The buildings south of Hinton Road require redeveloping** to create frontage along the road and make it more welcoming."*

*"**Conflict here** between loading lorries and pedestrians moving through the area."*

*"**Safe, covered, secure parking** required for expensive bikes / ebikes. (4 areas in BCP)."*

*"**St Peter's Church needs to be more visually integrated into the town centre**, you can barely see it from Old Christchurch Road."*

*"**Long overdue for high quality redevelopment**, and NOT the place for a major increase in public parking - it's at the top of a hill!"*

*"Needs to be **more obvious what bus takes you to train station**."*

*"We must maintain the upkeep of the high street. **We need regular road sweepers, street furniture needs painting, graffiti removed ASAP, must keep free parking along the Grove, our green spaces need regular maintained preferably every 2 weeks** in summer that includes fisherman's walk,Southbourne green and grass along grand avenue. The street furniture should include more seating. **More greenery along the grove** but only if council commit to maintenance of it. No good if left go get overgrown and weedy. Southbourne works as it has a diverse selection of individual shops that go above and beyond to meet customers needs. This has been shown really well further pandemic. People like the personal customer service of Southbourne and that keeps them coming back."*

Broadstone (77 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Broadstone could be reimagined. The key themes to emerge from these comments were:

- Improve roads (lights on roundabouts, road widening, raise road levels, road markings, add box junctions, shallower angles, enforce speed limits and weight limits, pedestrian crossings, drainage) Macauley Rd, the Toast Rack, Broadstone Way especially mentioned
- Improve parking facilties (free for 30 minutes, disabled bays, more spaces, realign spaces, annual pass, electric charging in car parks) Storey Lane car park mentioned
- Improve cycling facilities (more and secure bike stands, racks, events, pathways etc)
- Improve green/open space (more planting and trees)
- More outdoor seating options.

Below are the comments submitted by all respondents:

"The toast rack in Broadstone is a hazard for all, people queue onto the main road waiting to get in, because no one wants to move forward in case they miss a space coming free. Pedestrians are at risk of people reversing out of spaces and their bumper coming over the kerb. People unfortunately do not consider others when parking and a lot of damage can happen to your vehicle from inconsideration. ***My thoughts are that scrapping the toast rack altogether, put in some forward facing (towards the pavement) wide spaces (like at Castlepoint) for blue badge holders*** *who would struggle to walk from the main carpark due to the hill and/or distance and encourage all other car drivers to use the carpark at the rear of the shops. If the first half hour was free, then users would in effect get the same as the toast rack, but in a safer environment and if anyone wants to be there longer, they can pay the current fee. If the current area between the pavement and the parking area was pedestrianised and bollards placed in front of each disabled bay, rather than a pavement and the kerb height barrier removed from the road, then room could be allowed for blue badge parkers to reverse out safely and rejoin the road and wheelchair users would not have to negotiate the height of the kerb to get to the shops."*

"The toast rack is dangerous and ***this area would be better pedestrianised*** *with a small number of disabled car parking spaces. Although all the car parks in Broadstone seem to be full so would need to think about where there could be additional parking spaces."*

"At the moment, three bus routes turn into and out of the High Street from Grange Road and York Road. ***The buses need the whole width of the High Street to do this****. While, at present, two routes (4 and 18) might have little choice, if route 3 was*

extended to turn around the Darby's Corner Roundabout and back up Lower Blandford Road, it would mean one less bus turning across the High Street - and give a bus to those near Darby's Corner into Broadstone."

*"**The toast rack is a hazard for pedestrians**. **If the pavement was extended across, and on street parking parallel to the traffic but off the carriageway** - preferably for those with mobility problems and wide enough for car doors to be opened safely - **it would be safer and stop the queue in the road** waiting to enter the toast rack; **also stop those trying to leave it blocking the buses**. Also, bus stop lay-bys for both sides of the High Street."*

*"**I totally agree that the toast rack is dangerous and needs to be removed**. Is car parking in short supply in Broadstone or is it a sign that people perceive that the only way to get into the centre is by car? Should you not be encouraging active travel and bus use? I appreciate that maybe the population of Broadstone is on the older side but **shouldn't the council be encouraging us all to be active and reduce ill health, caused by inactivity?**"*

*"**Put lights on the roundabout to encourage level walking and cycling access to the shops**. The underpasses are difficult to use if you are at all disabled, rely on a mobility scooter, push a wheelchair or buggy."*

*"This whole area needs to be improved **to make it more attractive to shop and to walk through**."*

*"**It's not good cycling** through here."*

*"**More bike stands throughout the high street** and Dunyeats Road so that shoppers - massive increase in e-bike use by residents - can stop outside their shop and park up easily. Having to leave your bike a way from your destination reduces the likelihood of choosing a bike over a car. **Outside Tesco there is a single stand and this needs to be increased**."*

*"**Community space on the high street which can be used for pop up businesses** - weekly rent without biz rates."*

*"**60 mins free parking in this car park** - this will take away congestion from toastrack where people block the road to access free option. Many people parking here are simply collecting basics or visiting doctor or library and this should not be chargeable. Having charges like this encourages people to buy items at Tesco or Lidl Fleetsbridge."*

*"Electric car **charging points**."*

*"**Electronic signage - enforcement of the yellow box using ANPR** - and **post office style signs** telling people where the spaces are available. Low cost solution to delays."*

*"Electric car **charging points**."*

*"**Wildflower planting** where shelter used to be to make the area feel more attractive."*

*"**Murals on the underpass** - like in Wimborne - showing historical features to make people enjoy using the underpass."*

*"**Entrance to Macaulay Road can be widened slightly** to allow a separate lane for those who need to use the road, and a separate lane for entering the toast rack. This could help to reduce queueing."*

*"**The first few spaces could be used for a mini park or parklet with seating and planters**. Not only will this improve the appearance of the toast rack area but will potentially encourage drivers to move further down while queueing for a space."*

*"**Add cycle parking** here as there is currently no facility for cyclists."*

*"To reduce the risk of car/pedestrian conflict, **the parking spaces could be re-aligned at a shallower angle** so that there is no need to overlap the narrow pavement when reversing our of a space. With the increase in number of larger vehicles using the toast rack larger parking spaces would help reduce the risk of damage to neighbouring vehicles, currently a fairly common occurrence."*

*"Adjacent to the existing trees are **spaces which could be used as sites for additional planters**. This will not only improve the appearance but will also assist in absorption of carbon dioxide and hence improve environmental and air quality."*

*"**Raise the road level to align with pavement heights** either side to give a continuous pavement and pedestrian priority."*

*"The pavement is very narrow along here and totally unsuitable for mobility scooters and wheelchairs, thought they do use it**. It needs to be widened to ensure pedestrian safety**, especially when it is often necessary for pedestrians to step off the pavement into the access road. Some retailers make matters worse by putting goods onto the pavement to extend their selling space."*

*"**The narrow kerb could be removed**. This does two things. It allows some extra space for extending the width of the pavement and it also allows for direct access into a parking space. Cars can then still drive out as currently. Would need to be coupled with a shallower angle for the parking spaces as already mentioned."*

*"The paved area around the monkey puzzle tree **needs a revamp to provide space for events and improved planting**."*

*"The west side pavement is sufficiently wide to **allow for the planting of additional trees and also to re-arrange the seating** to create more sociable spaces."*

*"**Free parking** in Broadstone to allow our shops to compete with free parking at supermarkets."*

*"Essential to have **a safe crossing here**. A Zebra crossing sees the best option."*

*"**Safety for pedestrians along the toast rack could be improved if the spaces were redefined and made shallower** which would reduce the likelihood of reversing cars reaching the pavement."*

*"There should a method of **ensuring pedestrian priority when crossing Macauley Road**. A raised and coloured pavement continuation would be the answer?"*

*"**Paint a 'Keep Clear'** across the mouth of York Road. This would stop traffic stopping across the road exit/entrance preventing traffic exiting or entering York Road and improve the general flow of traffic along the Broadway."*

*"**Paint a right turn lane or 'half a right turn lane'** to encourage/enable traffic to move across to the centre of the road when turning right. This, coupled with the Keep Clear across York Road will improve traffic flow."*

*"**Put a small box junction** across the mouth of Macauley Road and on The Broadway. This will stop (those law abiding) traffic queueing for the Toast Rack."*

*"**Widen Macauley Road and its entrance** to allow traffic entering/queueing for the Toast Rack and those wishing to go up Macauley Road to both progress at the same time. **Lane separation should be kerbing**."*

*"**Annual Parking Pass**. **100% need to facilitate the choice to use Story Lane car park** as an option. **Create a paid for parking pass** that allows for 1 hour free parking like in Dorchester."*

*"Need more provision for **secure cycle parking**."*

*"Need **electrical charging points** in the car park."*

*"Need provision for **electrical points** in the car park for electric cars."*

*"Need provision for **secure and safe cycle parking**."*

*"Create **more attractive seating options**."*

*"In addition to **having spaces set at a shallower angle** to facilitate reversing into the lane and avoid reversing towards the pavement. **Widen the spaces** to reduce the incident of damage and enable less nimble people who are not disabled to enter and exit cars."*

*"**Narrow the Broadway**. **Move the Toast Rack over and widen the pavement** for pedestrians."*

*"**Enforce the speed limit** and the 7.5 tonne **weight limit** along Dunyeats Road."*
*"**Keep toastrack** as it's essential for attracting drivers/shoppers/trade into Broadstone. However, improvements could be: **slightly wider parking spaces** to avoid car door dents/dings, **increased angle of spaces** to prevent reversing cars*

going over pavement when exiting spaces, stopping cars queuing back onto LBR when entering toastrack."

*"**Footpath along cutting inside golf club grounds** would allow to join up footpath #5 with Ashington cutting."*

*"**An entry onto the trailway** from Greensleeve Ave from here would be useful and easy to do as there is an access lane leading down to an electric substation, so it just needs one section of chainlink fence removing."*

*"**Update the planters** outside Mark Bennets/Turkish Barbers and include seating benches."*

*"**LocBlock pavement** along west side of Broadway is very undulating in places, **needs levelling to avoid trip hazards**."*

*"Stop tinkering with a problem that has been going on for years. **Get rid of the toast rack completely**, but at the time time **allow parking in either of the main car parks free for the first 30 minutes**. Create a tree lined pedestrian area with seating and spaces for pop up shops to attract people into the village." (2 areas in BCP)*

*"**Improve appearance of the underpass**, by signage encouraging trailway users to come into Broadstone, and murals. Also **add exits from the underpass** to enable cyclists and pedestrians to be able to travel from Higher Blandford Road to the NE side of the Broadway without having to mix with traffic on the roundabout or cross roads."*

*"£1 for a few minutes' parking is exorbitant, and was a huge increase when imposed by the then Conservative Borough of Poole Council. **A Broadstone residents Parking scheme** (like the one in Dorchester) would encourage greater use of the car parks, and less parking in nearby streets and the toast rack."*

*"**Spaces set at a shallower angle** to facilitate reversing into the lane and avoid reversing towards the pavement. **Widen the spaces** to reduce the incident of damage and enable less nimble people who are not disabled to enter and exit cars."*

*"**More cycle racks** - the current ones are old, dilapidated and unsightly. More and better ones would encourage more people to cycle to the shops, as I regularly do. Also **some electric vehicle recharging points** would encourage use of zero-emissions vehicles."*

*"**Cycle racks** here (2 locations in BCP)."*

*"**Pedestrian crossing here**. Also 20 mph speed limit the length of the Broadway."*

"Electric vehicle charging points. (2 locations in BCP)"

*"**Important that short stay free parking in Toast rack is maintained** at current level if local shops are to survive, otherwise shoppers will go elsewhere."*

*"**Provide a safe crossing** across the road at the end of Broadstone Way."*

"Remove the 3.5T restriction and place on the Broadway encouraging larger traffic to use Broadstone Way."

*"**Pedestrian priority** across McAuley Rd at constant level."*

*"**Cycle parking** here to cater for cyclists coming up from the Trailway."*

*"**Sign on Trailway** to inform of facilities in Broadstone."*

*"**Valuable pedestrian space** outside shops is currently given over to cars for Toast rack parking. The roadway part of Toast rack **needs to be pedestrianised and access parking** from The Broadway side. If these free parking spaces are lost then some short term free parking must be provided in Story Lane."*

*"**Create performance/event space** outside M&S - maybe the planter could have a permanent platform incorporated with power?"*

*"**Space here (west side outside funeral director) for seating** which needs to be better quality than existing elsewhere along Broadway - eg 2 benches at 90 degrees to each other."*

*"**Replace current benches** on west side where you sit looking at the traffic better seats more sociably arranged eg at right angles."*

*"**More cycle parking** - a lot of school kids seem to leave their bikes here for the day."*

*"**Adjust parking times** that are paid for. Many users of the Junction park here and a class plus changing time takes you over one hour so have to pay for the second hour. Or park on street somewhere. So make it 1hr 15 mins for your £1."*

*"**Remove 7.5t weight limit from Broadstone Way** and **impose it on The Broadway** from the roundabout to just south of Wallace Road. (To go with the 20mph limit if BCP decide to proceed with this after the recent consultation)."*

*"**Car club spaces (electric, with charging point)** either here or in one of the car parks."*

*"**Use a building somewhere in the centre as a remote office hub**, a half way house between home working and going to the head office. Local residents can come here to work with full IT etc, no home distractions, reach it on foot or cycle, and add trade to local shops at lunchtimes."*

*"**Sort out road drainage**. Get large puddles in road by kerb outside Istanbul. Cars coming from roundabout onto Broadway run close to kerb and pedestrians can get soaked."*

*"**Improve planters with more formal seating** added."*

"What Broadstone needs most is more parking. This can be achieved by building upwards above the existing car parks to double , triple , quadruple or even more times the existing spaces .

It is of little use " Reimaginng " the High Street if you cannot park there . Broadstone has the unique opportunity to rectify this and attract more visitors / shoppers .

As a Chartered Civil Engineer with knowledge of car parking on 3 continents I could elaborate on my suggestion if my proposal is accepted in principle."

Highcliffe (70 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Highcliffe could be reimagined. The key themes to emerge from these comments were:

- Limitting or removing parking, prioritising blue-badge holders or provide free parking in existing facilities
- Traffic calming, specifically reducing speed limits
- Improving pavements along the high street
- Improved and more diverse hospitality and shop options and more independent and local businesses
- Changing the road system including putting in one way systems.

Below are the comments submitted by all respondents:

*"Reduce number of charity shops allow more coffee shops and outdoor eating areas. Encourage more **individual businesses** similar to Southbourne **reduce parking costs but increase on road parking restrictions**"*

*"The high street needs a "draw" - a bookshop with cafe, art and ceramic gallery, maybe a couple of the shops could be given up **for local "pop ups"** featuring artists, potters, handmade candles, cosmetics etc - perhaps a day known for "pop up day" with a different offer every week - something that helps people see it as a destination. I agree with some **cafe culture being promoted**, a great restaurant with some outside seating, colourful awnings etc, are the place people look at as they drive through and want to come and see."*

*"Add some **nice planters** and seating for the older residents to be able to sit. The town suffers from being an arterial through route and lacks a destination feel as it looks bland, old fashioned with 60's / 70's architecture. Some **trees, flower beds and greenery** would help."*

*"Maybe a **roundabout** could replace the traffic lights? Then **flowers** and a vintage finger-post could be added in the centre. The current signs to the sea are not visible enough!"*

*"We desperately need more **eateries that stay open at night**, like a cheese n wine bar. Highcliffe needs a 'heart' - somewhere that people can pass the time of day (once restrictions are lifted). An area that is **pedestrianised** along the high st could work well with seating and **flowers**?"*

*"We need an **iconic finger post** (similar to the one at Land's End) on the Cliff edge to identify our neighbours on the Isle of Wight and to the high street shops. Also an outside tap to wash sandy feet! A new Council owned **toilet block and bandstand would be nice**."*

*"This stretch of the high street is indeed too long to sustain shops alone. With a few pubs and restaurants already, this could be an area **with more hospitality options** and accommodation for **tourists**. This is a prime location for nature tourism - the harbour and brownsea on one side and Holes Bay on the other, and more could be done to promote these as destinations for nature tourism such as birdwatching and kayaking."*

*"**Remove all of the street parking** to allow a better flow of traffic, currently cars are squeezing by each other or having to stop and cause queues. **Reduce the speed limit** and size of vehicles allowed through, it shouldn't be a cut through for large lorries which again cause traffic issues.**Widen pavements** inline with the above two points to create a safer environment for pedestrians. Introduce **more food/drink outlets and generally brighten up the current buildings**. It would be great to see a high street with a friendly and appealing look about it.*
*If the recreation ground is not going to be used for football etc... then why not revamp the changing rooms into a **nice cafe** for parents and kids to enjoy whilst visiting the park. Making the field a more attractive place to meet for the right people would be a good use of the space."*

"To encourage people to **pick up their litter** use bins that activate noises e.g. seagull bin makes a seagull noise kids will love to find litter to activate it (check out Black Gang Chime IOW).
Another incentive is if you fill up a bag of rubbish take it to a collection point for a voucher for a free ice cream (soft scoop and wafted cone so no added litter)"

"Please process this planning permission ASAP. A A developer purchased this block, which forms part of the former Bank, approx 4-5 years ago and it's becoming an eyesore. Surely shops and accommodation can be built reinstated or developed here? Please expedite this BCP Planning dept?"

*"Fill the **deep potholes on the pavements** around this area, in particular outside of SLADES Estate Agents and Chris Watson butchers? Some work took place during lockdown but these two areas have deep dips which fill with water. Quite a hazard. Thank you."*

*"An **outside gym area** would work well here. This form of exercise is proving to be very popular in other areas, particularly during lockdowns!"*

*"**Chat Benches** along the wider stretches of pavement. Add more **planters** down the high street.*

Keep some on street parking *for those who want to quickly pop into the shops, it also slows the traffic.*
Or make the car park free for 20 mins for residents"

"Agree with other comment - ***council toilet block****.*
Leave only footprints signage, encourage people to ***recycle their waste and pick up litter*** *as they do at Hengistbury Head."*

*"****Wider pavements*** *needed,* ***traffic restrictions*** *to reduce heavy vehicles"*

"Two ***zebra crossing*** *needed to allow children access to playground"*

"Bollards need to be extended to ***stop parking on pavements****"*

"All ***pavements need substantial improvement*** *to make them save for residents"*

"Don't lose the Woodland ***green space*** *at Jesmond Avenue which adds such value as people drive into the village."*
"This ***zebra crossing*** *outside the surgery is a death trap. It needs to me moved or upgrades. Cars turning out of the surgery are unaware of pedestrians that are in the middle of the road."*

*"****More sports clubs*** *using the rec on a Saturday and Sunday morning. The kids play sport while parents spend money on the High Street."*

"A village ***festival or music event*** *or on the green each summer to celebrate everything Highcliffe. We have such talented artists, musicians, natural handmade products etc that can all have stalls and show off how rich our area is in creativity."*

*"****Traffic calming*** *needed along the High Street. Traffic speeds along here between the lights and it's currently very unpleasant to walk along the pavement, let alone sit on the pavement with coffee!! HGV and fast traffic should be encouraged to use the A35 so we can keep our High Street safe"*

*"****Signpost*** *at either end of the High Street welcoming visitors to Highcliffe."*

*"****Planters*** *set outside shop doorways with free advertising space for local garden centres, in return for these garden centres maintaining the planters year round"*

"Large ***signage*** *welcoming visitors to Highcliffe"*

"Monthly artisan ***market****."*

"Allow ***small independent businesses priority*** *in these shops. No Costa, Starbucks or big corporates! Maintain our charm!"*

*"****Traffic calming*** *on Wortley Road to stop a speedy rat-run of traffic trying to avoid the High Street at speed. (4 locations in BCP)."*

*“Wine bar which offers maybe tapas style food, something nice with outside space for **evening socialising**. Also something like a sprinkles for the younger generation that need somewhere to socialise, will also attract holiday makers.”*

*“It would be **good to have a store like a small Marks and Spencer** where you could buy some clothes as well as food. There is no where to get some casual clothes or towels etc except the charity shops. Great for a quick purchase and sure a good idea for tourists. This would also bring people into Highcliffe and hopefully look at other shops to enjoy a good shopping experience. The old G&T store would be a good place. We do not need to flood the high street with Coffee shops. Bring back a good Indian restaurant ;-]”*

*“**Less service providers and more retail units** to encourage shopping local. There used to be a local market here. Bring it back for **local small businesses** from Dorset, New Forest and Hampshire. Lots of artisan and craft food and drink producers would benefit.”*

*“Someone has put graffiti here 'We Need Art'. Don't agree with the way to protest, **but we do need art**. Support **local artists** in getting their art public. **An art trail** round Highcliffe perhaps. Select suitable sites for murals, sculpture, art on the pathways, up the zig zag. So many possibilities.”*

*“More **BIG bins** for the 1000s of people who dump all their rubbish here every summer. **'Respect' signage** would be welcome: 'Leave only footprints'. Get schools and kids involved.”*

*“Make more of our **community centres**. Make them somewhere people want to go, meet and use the facilities. Set up **community events**. e.g. comedy night, quiz night, film club, charity events. We end up going to New Forest Arts Centre and Milford - two good examples.”*

*“The church has an excellent hall that could be better utilised. Make this another **community venue** - local market, music, choirs, antiques fare, seasonal and traditional events. Local craft beer festival.”*

*“**Reduce amount of parking** on the high street to only the parking bays and blue badge holders.”*

*“**Tourist tax** on accommodation to help pay for **local services**: toilets, bins, beach clean up, improving the area in general.”*

*“Stop cramming **too many flats and small homes without suitable parking**. Most people have and use a car. Bus usage locally is very low.”*

“Electric vehicle charging points”

*“Set up an 'aire' as they do in France for the free-campers in the car park. Charge for **access to shower, toilet and water**. Make money out of this for the **benefit of the local services** provided. Limit the numbers and manage it online.”*

*"**Support local businesses** more than national/international ones. Charge greater rents for Tesco for example who can afford it and make more money and use it to subsidise the local traders' rates who need greater support to make their businesses work."*

*"Have **a 20 mph zone** through all built up areas - high streets, schools, residential streets. Make it safer, quieter, more economical, less emissions."*

*"Make this the official Tourist information/visitor centre. Another wonderful, unique venue. Show case it and make money for the Parish to invest back into the area. **More outside events** on the lawn in the summer months. Music, theatre, antiques, art, stalls."*

*"Lots of **dog dirt bins have disappeared** under BCP. Charge dog owners for free 1-hr dog walker parking permit and use the money to the dog dirt bins back."*

*"Some cafes that double as antique shops! **Pedestrian only high street** would be nice."*

*"It would be lovely to see a weekly **market** again."*

*"Each area has local needs and characteristics. Give each **area local planning committee** (Bournemouth, Christchurch, Poole) powers to grant and decline applications."*

*"**Electric bus service** get rid of polluting diesel buses. Or run much smaller buses to deal with demand. Double deckers run with no one on them. Run a mini bus instead."*

*"Build a trim trail **with assorted exercise points** around the recreation green."*

*"**Remove on street parking** on the Lymington Road in the village to facilitate smoother traffic flow, but retain a few spaces for disabled drivers that do not interfere with the traffic flow. **Repair damaged pavement** to reduce trip hazards and flooding**. Widen pavement** to enable pedestrian shoppers to pass each other safely."*

*"**Free parking** for 30 mins will encourage people to stop off during the day. **Free parking** after 6pm to encourage people to use the local restaurants in the evenings."*

*"Highcliffe High Street is both **local shopping** area AND **narrow main road** with **narrow pavements**. You could try demolishing a few buildings to **put all the parking off-street.** Wider pavements (with full pull-ins for buses), but no loading, no unloading and no stopping on the high street. It could be 20mph 08:30-17:30 and 30mph before and after. You could divert HGVs but that would be unfair on Walkford."*

*"**Remove parked cars on High Street** but allow 2hours free parking in Worley Road car park instead."*

"An M&S foodstore would be lovely in the High St. There are no high end food shops."

*"More **outdoor eating areas**. It always makes a place attractive."*

*"A **pedestrian crossing** in the highstreet would help pedestrians move safely across this busy road"*
*"A few less charity shops and some **more evening open eateries** would be a real draw. Make highcliffe a destination rather than somewhere you just drive through"*

*"Create **a central village square** by knocking down a large building such as the Coop. Cafe's around the sides, bandstand, clock or coastal work of art in the middle."*

*"Brick 'cobbles' on the road surface instead of tarmac, **20mph limit**."*

*"**One way traffic east along High Street / wider pavements / narrower road.** Westbound traffic to be diverted south down Waterford Road and along Wharncliffe Road back to the A337 beyond the recreation ground."*

*"**Resurface whole High Street Pavement**.High Street **one way only west to east**. East to West traffic diverted down Waterford Road to Warncliffe Road rejoiningA337 just west of Medical centre**. Remove all parking** from High Street. **Widen all pavements** when one way traffic implemented traffic"*

"Commerce Hub
*It is a fact that the high street has declined over the years and there are lots of reasons for this. This idea is a radical new look at how **business working together** could create what I have called it a "Commerce Hub". The idea of the hub could be introduced into the local high streets throughout the BCP conurbation and the rest of the country.*

Changes in the banking environment have seen the demise of the "local" bank in hight street, although parcel deliveries are up the Post Office is no longer the main delivery mechanism, and more online transactions create more returns.

*To the idea, why not create a multi-vendor "Commerce Hub", these would be housed in a suitable **unused secure building(s)** within a high street that is used by:*

1. *Banks and building societies **share the space**, where customers can interact locally with a single team of trained banking support staff that offer the services for the banks represented (we have the technology). Also, within the building provide meeting rooms that the banks can book for local customer appointments. This would provide an on-demand local people banking space, with the costs spread across the banks using the service and maybe the council could help by supporting the rates.*
2. *Provide Post Office services, Bureau de Change and help with.GOV online applications, such as car tax, Tv licence etc. (for those who need help)*
3. *Parcel return service – multi-vendor parcel drop-off. Offer a service that allows people to drop off all their returns in one place with daily collections from the companies being used to return them.*

So, in summary, ***one building, one set of staff, used by multiple organisations to interact with the local community****. Increased footfall to the high street to use the "Commerce Hub" would increase business to other shops, cafes etc. It creates the reason to go to the local high street as opposed to going into town to the bank etc.*
There are many suitable buildings already in place, it's about repurposing them and ***nurturing multi-vendor collaboration****. "*
With so much emphasis on cycling, we don't have a ***cycle repair/spares shop or meeting place*** *for cyclists who may be coming from up to 30 miles away. We need something like The Velo Cafe at Ringwood, which actually brings in cyclists....and money! Maybe the Castle Kitchen or Cliffhanger would be interested? I'm happy to advise/assist?*

"I am in agreement with Hi-Cliff. As a motorhome owner myself I find it difficult to understand why local councils ***do not offer more availability for motorhome owners to stay overnight****. Safely parked, the occupants can happily spend a day /evening exploring the local area, spending in local cafes, bars and restaurant and supporting the local high street before moving on the next day. Aires are generally available all year round with charges typically between £5-£10 per night depending on how many services are available i.e. Fresh water/Chemical Waste disposal (Toilet waste)/Electric hook-up (Charging point) etc. Importantly-Motorhomes DO NOT camp on Aires, they simply park up overnight for one or two nights only and I feel we could be missing out on the chance to encourage people to come and spend their money in Highcliffe and the surrounding area."*

"Ensure the ***pavements are level*** *to avoid tripping by pedestrians and make them wide enough to be able to pass others without being knocked by wing mirrors of cars going by."*

*"****Reduce parking*** *on high street and* ***make one way*** *from traffic lights at sea corner and Highcliffe medical centre."*

"Now that we have our zig-zag from Castle Beach back how about a landtrain or other ***environmentally friendly transport*** *to bring vistors from the Cliffhanger car park? The same from Friar Cliff car park via the Woodland. In peak summer the Castle car park doesn't have capacity and coaches are not the answer as they sit belching out diesel to maintain the aircon. The council need to re-invest some of the revenue in the local area to* ***relieve congestion, noise and traffic pollution****."*

Boscombe (37 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Boscombe could be reimagined. The key themes to emerge from these comments were:

- Concerns about anti-social behaviour in the area. Some respondents suggested improved lighting, CCTV and closing of certain areas to improve feelings of safety in the area

- Parking in the area, particulalry parking prices and also on road parking
- General improvements to pavements and walking routes in the area
- Traffic calming measures in the area. Suggestions included the introduction of new speed cameras and crossings and improvement to existing facilities
- General comments around regeneration and repurposing of buildings in the highstreet to encourage footfall in the area.

Below are the comments submitted by all respondents:

*"**Zebra crossing needed** between Tesco and Aldi - people always dash across"*

"long wait at pedestrian crossing between Co-op and Garage** - people give up and dash across. **change timing"

***"Put protected cycle lanes down Holdenhurst Road** as it's unsafe and unavoidable due to the shops and services located here"*

*"Put **street trees** down Holdenhurst Road - it's a very bleak environment"*

***"Stop conversion of ground floors to resi** without proper thought being given windows, bins and privacy. There's so much of this in Springbourne - it doesn't look good and can't be great for the people living there."*

*"**Add a café at the library**, opening onto Springbourne Gardens (which is lovely) - make it a real **community hub**."*

*"**Crossing needed** on Holdenhurst Rd near Shelbourne Close as this leads to the bridge over the Wessex Way"*

*"Mixed use **redevelopment at Co-op** - nicer building with flats above retail"*

*"The **pop up shop and other small independent shops and makers** is what we need and want! At Xmas this was a breath of fresh air away from mainstream shops. Felt like I was in Bristol. Very forward thinking and exciting! Please keep this going and encourage more small independent makers and **keep rent low**."*

*"Start with **removing aggressive beggars**, **reasonable parking charges**. At present, its not a pleasant area to shop in and lacks a diverse array of shops"*

*"Drab, uninviting and feels **unsafe**.*
*Needs **greenery and deep cleaning.***
***Parking costs are high** , though better than Bournemouth central."*
"

"East Cliff Lift
*My idea is twofold and is based around the East Clift lift that is currently closed, my understanding this is due to the cliff face being unstable and will need extensive work to stabilise it. As this work will need to be undertaken at some point, why not include an **development of an outside performance area, more toilets and retail space.***

*Working from Undercliff Drive a single-story building would contain **more toilets** for beach users, retail and hospitality sites, above an open-air performance area (capable to take an orchestra) looking a bit like one of the shells of the Sydney Opera House (proving some cover from rain and wind). The structure would have all the infrastructure to host live events, with the stage designed to be seen from the beach. This could be used to increase the events held on the beach. **Further retail, hospitality and office space** could be included on top with access from East Overcliff drive, which could be used as the control centre for the air show or other beach events. Combine this with the East Cliff Railway and or a more modern feature lift feature.*

This idea would I feel work any ware down the cliff, to maybe the Toft Zig Zig so extending the use of the beach and would be an attraction for events, concerts, and bands. With the correct design of the stage, all the sound would be focused away from the hotels and housing."

*"The **traffic lights at the Holdenhurst Rd / Ashley Rd junction are confusing**, with motorists frequently going through the red light for the filter lane when turning left from Holdenhurst Road into Ashley Road. It happens too often to be careless driving; **the configuration of the lights outside the Queens Park pub needs to be reviewed**."*

*"**Add more attractive planting** to the large planters by the Springbourne traffic lights. One was removed after it was damaged and has not been replaced, and the others attract litter as they look uncared-for."*

***"Improve the pavement surfaces** along Holdenhurst Road - the mix of broken concrete slabs and concrete is unattractive and in some cases hazardous. Holdenhurst Road, from the Wellington Road to Springbourne, urgently needs resurfacing. Potholes and other breaks in the road surface are hazardous to road users."*

*"**Commerce Hub***

*It is a fact that the high street has declined over the years and there are lots of reasons for this. This idea is a radical new look at how **business working together** could create what I have called it a "Commerce Hub". The idea of the hub could be introduced into the local high streets throughout the BCP conurbation and the rest of the country.*

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*1. Banks and building societies **share the space**, where customers can interact locally with a single team of trained banking support staff that offer the services for the banks represented (we have the technology). Also, within the building provide meeting rooms that the banks can book for local customer appointments. This would provide an on-demand local people banking space, with the costs spread across the banks using the service and maybe the council could help by supporting the rates.*

2. *Provide Post Office services, Bureau de Change and help with.GOV online applications, such as car tax, Tv licence etc. (for those who need help)*
3. *Parcel return service – multi-vendor parcel drop-off. Offer a service that allows people to drop off all their returns in one place with daily collections from the companies being used to return them.*

*So, in summary, **one building, one set of staff, used by multiple organisations** to **interact with the local community**. Increased footfall to the high street to use the "Commerce Hub" would increase business to other shops, cafes etc. It creates the reason to go to the local high street as opposed to going into town to the bank etc. There are many suitable buildings already in place, it's about repurposing them and nurturing multi-vendor collaboration."*

"I love [name removed]'s idea. (relates to Commerce Hub comment above)"

*"Pavements between Pokesdown Station and Boscombe High Street have become very worn, very patchy and very dirty. The difference a **fresh pavement** would make that hasn't been turfed up by hundreds of utility providers is incredible!"*

*"Not enough **waste bins** between Pokesdown Station and Boscombe High Street with frequently litter seen on the streets."*

"I agree with [name removed] sounds like a fabulous idea (relates to Commerce Hub comment above)*. The beach needs a much needed overhaul to make it a trendy place to be."*

*"This area needs **to have more lighting** along the whole road due to it being a large student area as currently it's not well lit which **feels unsafe** it also needs to be made **safer by upkeep of the underpasses and the security cameras** and mirrors as many students don't keep comfortable walking though there alone."*

*"**Make travelling into town by bus more appealing**. Example: I live near Redhill commons and the journey time to the town centre by bus is 50 minutes whilst it is only 12 minutes by car. The point with this is that BCP needs to make the journey in to town quick and easy if the council wants to attract residents to the town centre during the day or in the evening."*

*"Is there a way to have a **"pop-up"** stall that benefits the existing shops on the road, rather than bringing outside competitive businesses? What I mean is, have a stall that sells produce from the other shops so coffees, cakes, sandwiches, pasties are from the nearby shops. Their logos are there, so maybe next time people will go to the shop itself, or if the shop is busy, they at least they can quickly grab something in support. Could be a **training place for community baristas** and supported by the local businesses. Profits go back into promoting the area."*

*"**Upgrade the pier entrance** and for shops, looks in need of updating and bringing into 2021. Needs to be welcoming"*

*"Lots of **community workshops** in the library. I've approached libraries before about organising art workshops and was not encouraged by response."*

"Best front garden competition? Could encourage sense of community and highlight the positives about the area that get overshadowed by the negative."

*"Funding for **community workshops** to engage young people in the area in meaningful creative activity."*

***"Cameras** down Spring walk"*

*"There are main complex issues being **Anti-Social behaviour** in our towns and cities, although it looks like its mainly based around people who have addictions to drugs and drink and in the whole are known to Police and social services.*

*My idea is to develop initiatives that create an environment within the High Street setting that makes **anti-social behaviour and rough sleeping** more difficult to achieve. 1. In general terms older shops have been designed with doorways that are set back from the main thoroughfare or pavement, these create places for people to congregate, sleep and urinate. By providing the shop owners or retailers with access to subsidies or support to either redesign the shop fronts, or fit security roller shutters so that the shop fronts are flat to the street would, I feel reduce the number of locations within the High Street for people to sleep.*

2. Also by simply changing the seating design to one like a gossip's chair, courting bench, kissing bench, conversation bench or a cloverleaf design, breaks up the standard bench and provides less space to lie down, It also makes the area look more contemporary and helps with social distancing as you are facing away from the person next to you.

*3. **Increase the lighting levels** (using sola powered LED lighting) and **increased CCTV cameras** in these places and where people congregate and increase the use of regular drugs dogs and patrols, through-out the night, so over time being moved on would become a pain."*

*"**Close the subway**. CCTV is always painted over. Unsafe for all genders. **Drug using and dealing is rife**, not just the usual junkies but those that drive to deal/buy. Unsafe for pedestrians as **bikes race through there**."*

*"**Better lighting** for The Lane, extremely dark all year round especially in winter months. Lots of **fly tipping, drug taking and dealing due to lack of lighting**."*

*"**Stop all cars parking on the pavements** / "forecourts" in Holdenhurst Road. They all drive on the pavement to get there, some many meters."*

*"**Speed cameras**. So many cars and vans speed down the stretch from Army Recruitment up to Tesco Express, and with such a short area of space constant breaking and stopping."*

*"**Better parking observations** as garage has multiple cars parked on double yellows, which obstruct the road and are hazardous."*

*"**CCTV covering main road**, side roads and cash points. **Drug dealers live and selling from their homes**. Drug deals take place in broad daylight regardless of who is around, kids, families etc."*

Christchurch (26 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Christchurch could be reimagined. The key themes to emerge from these comments were:

- The main concern raised was around pavements in the high street
- Respondents describe pavements as narrow and cluttered in places
- Adding more green space including flowers and other green elements to the high street
- More community spaces in and around the high street, to include some local/independent businesses.

Below are the comments submitted by all respondents:

*"From a pedestrian shopping point of view it would be great to have the **High Street free from traffic** (perhaps between 10am and 5pm and loading outside that time) but appreciate this could cause traffic issues in surrounding roads. The **pavements are narrow** when crowded."*

*"Add a **zebra crossing** across Stour Road and Willow Drive by the roundabout. It can be pretty hard to cross the road here due to the busy traffic."*

*"The **pavements are very narrow** when it's busy. Make the **High Street one way** (SE to NW) and single lane or a shared space."*

*"Outside food market, with street market food and outside seating in the square, adding to the existing seating Costa + Nero. Make this area a **community meeting place for drinks and food**"*

*"Keep the **high street closed to traffic** just like on Market Days and allow seating outside establishments for more Covid friendly service."*

*"Need more **independent businesses** in the high street, ones that suit the area. Christchurch already does alright for this kind of thing but can you consider anything other than cafes and charity shops?? Perhaps more I dependant food restaurants, artisan bakeries, butchers, micro breweries. Make Christchurch like a mini Covent garden"*

*"It is important to **keep a large supermarket in the town**. For people who live locally the walking distances to others are far too great. We should be encouraged to shop in the town centre and **where possible on foot**."*

*“It is important to **keep the High Street open to traffic** to avoid to sort of decline that has occurred in central Bournemouth and Boscombe after pedestrianisation. **Pavement trading needs to be restricted** to ensure safe passage of pedestrians.”*

*“**More signage** is needed to remind cyclists that one-way systems apply to them.”*

*“Meaningless "No Pedestrians" **signs need to be removed**.”*

*“**More activities** on the recreaction ground and maybe a band stand?”*

*“Consider introducing a **Park and Ride facility** using the land at the end of the Spur Road which is currently being developed as Wessex Fields. Otherwise seriously consider reducing the **Parking Fees** within the town. Shoppers will not pay to visit the town centre when Castlepoint and **many other areas are free to park** - they need incentives."*

*“The area outside Poundland , the library and the Regent Centre **gets congested when busy with pedestrians** because of the positioning of the waste bins etc as well as the bus stop which means people have to walk into the road at times so this area could be improved.”*

*"If the large brick planting areas were removed this would **open up the space for pedestrians.** Although the flower beds are pretty they do take up a lot of space and maybe could be replaced with hanging baskets on slim poles etc.*
*This applies to all the large brick flower beds on the High Street e.g outside of Greggs and some **nice benches could replace the seating** which would be lost."*

*“The New Zealand Gradens are delightful and well maintained but are not easily accessible as pedestrians have to cross a busy junction to get there. Although not actually part of the High Street could more be done **to connect them and make visitors aware**?”*

*“The old telephone box which is not useable could be removed as well as the large sign board and the area made into a more pleasant **seating area with floral planting**.”*

*“The area outside of the Arcado Lounge and Pizza Express is **narrow and congested** and looking very scruffy. There is a very large bin, post box and railings and although functional it is unattractive and an obstacle course for pedestrians. It is close to the Priory and the lovely cobbled street area but really lets the area down.”*

*“This area is very grey and dull and has a row of commercial waste bins which act as an **obstacle course for pedestrians** and are unattractive, often overflowing and smelly and should not be on the public main highway.”*

“Loving the new decorative frontage of the Ship. Most welcome.”

*“The Mayors parlour should be a more prominent feature of the High Street. This **could include a flag, community noticeboard and planting area**.”*

*"The area adjacent to Toni's hairdressers could be more attractive with **better paving** ,**plants , trees etc**. It is a very bland and depressing area."*

*"Frequent patrols needed in this area as lots of **dubious night time activities** and gatherings go on in this area at all times of the year."*

*"A nativity scene at Christmas under the Mayors parlour would be welcome. The high street needs more **independent shops**. Incentives, **reductions in rates and rents**, etc, are needed to encourage this."*
*"Why not allocate a few **parking spaces for motorhomes** in this and other car parks? Even better, allow overnight sleeping so our visitors can spend time and money in our high streets, with the added bonus of increased parking revenue. Please see https://campra.org.uk/ for facts, figures and how this has worked in other towns. Dorset CC are waking up to the benefits of encouraging motorhomes - it's about time BCP did too!"*

*"**Reconsider all the street furniture**, the waste bins introduced a couple of years ago are so large and along with telecommunication boxes **the narrow pavements makes it very difficult to walk along** the pavements specially on the Marks & Spencer side. The whole area needs more management as bikes and now electric scooters are on the pavement. Forcing pedestrians to walk in the road on some occasions."*

Ashley Road - Parkstone (26 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Ashley Road (Parkstone) could be reimagined. The key themes to emerge from these comments were:

- Pedestrian crossings for parts of Ashley Road where the levels of traffic are high
- Reducing levels of anti-social behaviour. Suggestions for this include removing seating and more police patrols in the area
- Cleaning up, and general improvement, of pavement areas.

Below are the comments submitted by all respondents:

*""**Cycle lanes desperately needed on Ashley Road**. I cycle or walk to the shops often, but it's really unsafe due to volume of traffic, cars squeezing past and drivers too busy diving in and out of parking spaces and not looking out for pedestrians and cyclists. **Maybe an alternative is Vale Road/Alexandra Rd/Woking road (covers most of the length)** but for this to work you need to stop these roads being used as rat runs with speeding cars. Also, would need to properly link up to Ashley Road, as believe it or not, people do actually travel to the shops (and doctor's surgery, playgroup, Library etc) by bike, not just going for a leisurely bike ride for fun!"*
*"Make the **pedestrian crossing wait time shorter."***

*“Lots of near misses here between cars and pedestrians. Needs improvement to **give pedestrians priority**.”*

*“**Improve cycling infrastructure** along the length of Ashley Road.”*

*“**Pelican crossing** to replace existing zebra crossings as it's often impossible to safely cross as cars don't stop at crossings”*

*“Please **introduce 2 diagonal pedestrian crossings** to make safer what many people are & will continue to do unsafely at the moment. Thanks.”*

*“We need more **police presence** . The constant **drug and alcohol abuse** plus the **anti social behaviour** on Ashley Road is unbearable.”*

*“**A baby cafe** offering a baby friendly social space for families, to **include workshops** run in conjunction with local providers in topics such as weaning, baby first aid etc”*

*“Action needed to **remove anti social behaviour** from wall outside the old medical centre which at night becomes a dossing down / drug dealing spot”*

*“Starting with these two very neglected planters, **improve planting** along the whole length of the Ashley Road and encourage / involve the community in environmentally friendly use.”*

*“Increase community / street warden presence to help **remove high levels of antisocial behaviour here**.”*

*“The overhang over Iceland and Boots is **rundown and in need of some TLC**. I have asked Iceland and Boots to consider regenerating it without success. It is in the centre of our community. **Buildings should be presentable** and kept up by landlords.”*

“Is the phone box on this pavement really necessary? It looks dirty and unused.”

*“**Cut some of the yellow lines** here. The yellow lines along Ashley Road go to far towards Davis Road resulting in reduced visibility when turning out of Davis Road and this increases the risk of accidents.”*

*“Put two **restricted or permit holder spaces** in this empty patch of land and put double yellows up the hill on Douglas Road as the hill becomes **congested with parked cars**.”*

*“Remove benches here. There are enough spaced out along Ashley Road and outside St John's. This is just another **mini hub for ASB**.”*

*“**Improve paving** - or gaps in between - many slabs are loose or uneven leading to many trips and falls on the pavement.”*

*"**Tidy planters** and **add some colour**."*

*"**Diagonal crossings**"*

*"**Replace pavement tarmac** or resurface. It's covered in chewing gum."*

*"**Move Library** to centre of Ashley Road, perhaps to the Madiera Centre site?"*

*"Ashley Road feels 'grey'. **I'd welcome more colour**, perhaps more branding that it's its own shopping district. "Welcome to Ashley Road"'"*

***"Better use of the pavement** for businesses to use outside."*

*"More 'nudge theory' **waste bins** for chewing gum, cigarette ends and litter."*

*"**Move library** to centre of Ashley Road and create a Community Hub which includes rooms for hire, a base for services and learning facilities."*

*"Create a **mini shopping space here** for the takeaways with a bit of identity. **Tidy up the pavements and street furniture."***

Pokesdown (15 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Pokesdown could be reimagined. The key themes to emerge from these comments were:

- Improving parking
- Improve roads (traffic flow, road safety, resurfacing)
- Changes to pavements (continuous high street feel)

Below are the comments submitted by all respondents:

*"**Replace the tree that used to be on the corner of Ashbourne Road** - preferably with a surrounding railing. The hole in the pavement has been covered over. The tree was planted a few years ago, got vandalised and never replaced."*

*"**Improve traffic flow** on this junction and improve Safety with either a traffic light or roundabout, very dangerous to enter."*

"Christchurch Road from Parkwood Road to Pokesdown Station."

*"I notice the images on your home page are of small shops. The small shops from Parkwood Road to Pokesdown Station which is soon to have lifts installed, are perfect for small start ups and many even through Covid are doing well and new ones are moving into others. **These tenants need help to improve and restore the arts & crafts style shop fronts** which are protected by the B&PNP."*
*"**Clean the area up both physically and from crime** would be a start.*
***Improve the train station in conjunction with the area and encourage the station as a starting point** for visiting pokesdown and Southbourne."*

"Commerce Hub. It is a fact that the high street has declined over the years and there are lots of reasons for this. This idea is ***a radical new look at how business working together*** *could create what I have called it a "Commerce Hub". The idea of the hub could be introduced into the local high streets throughout the BCP conurbation and the rest of the country. Changes in the banking environment have seen the demise of the "local" bank in hight street, although parcel deliveries are up the Post Office is no longer the main delivery mechanism, and more online transactions create more returns. To the idea,* ***why not create a multi-vendor "Commerce Hub"****, these would be housed in a suitable unused secure building(s) within a high street that is used by: -*

1. *Banks and building societies share the space, where customers can interact locally with a single team of trained banking support staff that offer the services for the banks represented (we have the technology). Also, within the building provide meeting rooms that the banks can book for local customer appointments. This would provide an on-demand local people banking space, with the costs spread across the banks using the service and maybe the council could help by supporting the rates.*
2. *Provide Post Office services, Bureau de Change and help with.GOV online applications, such as car tax, Tv licence etc. (for those who need help)*
3. *Parcel return service – multi-vendor parcel drop-off. Offer a service that allows people to drop off all their returns in one place with daily collections from the companies being used to return them. So, in summary,* ***one building, one set of staff, used by multiple organisations to interact with the local community****. Increased footfall to the high street to use the "Commerce Hub" would increase business to other shops, cafes etc. It creates the reason to go to the local high street as opposed to going into town to the bank etc.*

There are many suitable buildings already in place, it's about repurposing them and nurturing multi-vendor collaboration."

*"****Make the Green a Convivial Corner so people can meet****. Yes, there is seating around the sign but maybe one or two more benches or pods set off the path into the green. I know with the traffic, it's not the most relaxing but it can be a start to recognise the ares as a space to be used."*

*"****Continue street/pavement character and design to Stourwood Avenue*** *so that shops here feel part of the same high street."*

*"Woodside Road/Southbourne Grove/around the Co-op pedestrian crossing and up to the bus stop is a pinch point for pedestrians, cyclist (including school kids) and vehicles, particularly around rush hours and when deliveries are taking place****. Would be great for delivery and trade vehicles to be managed, along with vehicle traffic to ensure enough safe road and pavement space for pedestrians and cyclists****."*

*"****Reallocation of some parking*** *on Southbourne Grove to disabled spaces to ensure that those who have the greatest need to drive to use the shops do not struggle to find space and are not competing with shoppers who drive for comparative convenience rather than need."*

*"**Removal of parking on the south side of Southbourne Grove**, and narrowing of the carriage way would create space for a segregated cycle path making Southbourne Grove a safe and enjoyable location to cycle to and along, especially for kids, families and more vulnerable cyclists who are not comfortable with taking the vehicular position currently necessary. **A narrowed and resurfaced carriageway** would create a sense of place rather than route, slowing traffic and improving pedestrian/shopper environment/experience."*

*"**Replace or add to planter with ground planted trees**, to improve the current environment, but also grow into future canopy shade and cooling that will make the high street resilient to future increasingly frequent heat events, making sure the grove will be an oasis from the heat of the sun for residents and visitors."*

*"**Enforcement of a.m. parking restrictions or removal of parking** between Woodside and Stourfield Road. There is no enforcement of current parking restrictions here, this results in daily congestion and a difficult environment for pedestrians and cyclists (many of both at the time of restrictions are school kids). **Removal of parking**, and **creation of a bicycle priority zone** would create a more pleasant environment for cyclist and pedestrians."*

*"**Replacement of crossings with zebra crossings**, prioritising shoppers ease of movement around the high street, so that the small delay is experienced by those passing through not those spending their money in the high street."*

*"**Continuity of high street/pavement design features** along Seabourne Road so that it feels like a continuous high street designed to prioritise shoppers moving around the high street over those travelling through."*

Canford Cliffs (14 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Canford Cliffs could be reimagined. The key themes to emerge from these comments were:

- Need more shops (supermarkets, village shops, food market)
- Need a doctor's surgery
- Information board
- More regulation (cycling, skateboards etc)
- More lighting on promenade
- More outdoor space for cafes, bars, restaurants, seating
- Improve roads (traffic calming, traffic lights, dropped curbs, bike crossings, more space for seating)
- Improve parking (more disabled bays, free for 30 mins, repairs, some unrestricted parking - Burton Road).

Below are the comments submitted by all respondents:

"There are several shops which have been empty for years. We have lots of service businesses (hairdressers, estate agents, even a dentist), but if we are to travel less to supermarkets (none of which accessible by public transport and anyway how can someone my age carry a week's shopping), ***we need food shops****.* ***Make local high streets provide what we need for day to day living*** *- this high street used to have a butcher, a florist, etc. back in the 1960s. We need to have this again."*

"With a plethora of estate agents, hairdressers and the like, ***we lack any real supermarket or choice of food shop facilities*** *often enjoyed by other high streets. We have a dental clinic, but no doctors' surgery. There are no direct bus services to any nearby supermarkets thus forcing local residents to travel either by car (assuming that they can drive) or by taxi in order to transact weekly food shopping. With a row of shops that have been empty for several years, this is a problem that needs to be addressed urgently!"*

"I guess estate agents and hairdressers are necessary but ***it would be good to have more local "village" shops*** *to complement Oxfords. I cycle through here every week but rarely stop other than to check the house prices..."*

"How about ***an information board here advertising businesses, cafes and restaurants*** *in Canford Cliffs to beach users?"*

"During the no cycling period, ***please do more to enforce it****. Also please expand it to include scooters, skateboards, roller skates/blades, hover boards, gyro wheels, go-karts etc. Or, if can't in this age of increased personal mobility devices (generally good), manage it better - eg do more to enforce better behaviour, separate lanes etc."*

*"****Add lights to join up the promenade*** *helps people stay active in the darker months and much safer for women . Reduces travel in other areas."*

*"Sort out the empty units that Tesco had****, in real need of a supermarket for necessities*** *so you don't have to drive and no bus to a supermarket."*

*"****5 empty premises in a row near Loch Fyne****, these need filling/sorting - can the landlord be pressurised? What's going on here?"*

*"****Remove some of the on street parking and create a parklet for poeple to meet/socialise/eat and drink their takeaways****. Would support a cafe culture.* ***Traffic calming, widen the footways, make the village a place to linger****. Loose the 1970s barriers by the crossings****. Have continuous footways across side roads*** *giving pedestrians priority. Add more benches and social spaces, more bike locks.* ***Needs a pedestrian and bike crossing*** *from Canford Cliffs road to Loch Fyne roundabout."*

*"****Encourage independent grocers, butchers, food co-op/market*** *so people can shop local and not reply on driving to the supermarket. The empty 5 units would be ideal for* ***an indoor food market****."*

*"**Have disabled parking only in the high street** (limited) to encourage people to use the car park which is often empty. Car park should be free for 30 mins. High street could then be totally reimagined with widened pavements, cafe seating outside, parklets etc."*

*"**Install traffic calming** here at the Ravine Road junction to slow cars, define the village and provide a sense of 'place'."*

*"**Please make some parking [is] unrestricted in this area**. Local care home workers would benefit from more unrestricted parking. There is no reason why the entire of Burton Road needs to be two hours only. Most properties on this road have their own driveways anyway**! Please consider even a small stretch of unrestricted parking at the Western Road end of Burton Road**."*

"The wall to the car park by the Bransome Chine Community Room fell down a few years ago, and an unsightly 'temporary' barrier put in its place. Please can this wall be repaired, restore the appearance of the Chine?"

Southbourne (14 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Southbourne could be reimagined. The key themes to emerge from these comments were:

- More green space including planters and trees along with extra seating
- More pedestrianisation and safer cycle lanes
- More community-focused activities and facilities for congregating and artistic expression including a convivial corner
- Road improvements to Irving Road and Southbourne Grove side roads.

Below are the comments submitted by all respondents:

*"**Add a pedestrian island** to Irving Road. The junction is pretty wide and can be a bit dangerous to cross."*

*"Tuckton shopping area is very busy with cars using it as a through road, but **limited parking and needs brightening up** with some nice planting and places for the older community to sit and rest."*

*"**Free parking** in all local shopping centre's. Help trade and reduce Council costs including wardens. **Think people not rip off**."*

*"**Green space**, such as planters, trees and shade to make it look nicer and to help with the heat in summer."*

*"**Safe cycle lane** for kids cycling to St Peters, BCS or Twynam"*

"Southbourne Grove is already great because there are small independent shops, good food shops and plenty of eating places. It is very popular and is what a high street is all about. We don't want Covid to leave any of our local businesses in

*trouble, so **low rates for independent businesses**. We also need more of a connection with Seabourne Road, which lacks the advantage of the wide pavements on the sunny side of Southbourne Grove. **Modern accessible public toilets** (not single electronic toilets that most of us are too scared to go in!) **in the shopping area**. There are only the small ones in Fisherman's Walk or the dire ones near Pokesdown Station."*

*"Love the cow at Parlourmentary. We need eye grabbing, funny stuff- some permanent some temporary. **Local visual artists should meet** with shop forums to share ideas, themes etc - a team effort. **2D and 3D artwork**. **Competions, temporary exhibitions in unused shops. Creative eco ideas.. clever stuff**! As already said, **need to concentrate on the approach to Pokesdown station** more and obviously include Christchurch Rdoa and Boscombe."*

*"**Add some furniture and make small spaces for people to use, to have conversations, to stand and chat, to put their coffee cups on top**. **Create a Convivial Corner** for people to rediscover conversations post lockdown. Make it a meeting place for people to buy and bring a coffee. Make it alive and been seen to be a place to meet."*

*"**Create small "coffee pods" partitioned from the road where two or three people can meet and talk**. Make it alive. People can buy a coffee and sandwich from the shops and pitch up there to meet friends, to have their lunch in the sun. **Make it a Convivial Corner**, enable conversations again post lockdown."*

*"**Signage** to let people know they can buy food, drink and other stuff at the shops at Southbourne Crossroads."*

*"**Make grants available to businesses to install awnings**. Bring back a part vintage feel in a modern way, like Dicky's have."*

*"Southbourne Grove side roads can be difficult to cross due to wide radius curbs, parked and queuing cars and traffic on the grove giving way to cars turning into side roads**. Narrower openings with a raised crossing with similar or complementary paving to the pavement** would make crossing easier and create a sense of continuity and pedestrian/shopper priority along the high street, and give drivers the sense they are entering a high street destination rather than a through route."*

Westbourne (14 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Westbourne could be reimagined. The key themes to emerge from these comments were:

- Roads and traffic - most of these suggested widening pavements or fully pedestrianising part of Westbourne to encourage more outdoor eating space and events space
- More secure cycle parking
- Upgrading facilities such as public toilets and seating

- Tidying up unsightly buildings and adding more green space.

Below are the comments submitted by all respondents:

*"**Pavements need widening as too narrow for pedestrians**. Streets need greening up with trees, plants and plenty of seating in the sun and the shade. **Wider pavements will allow greening and seating**. Will encourage cafes and restaurants to expand their pavement seating. Westbourne needs to be much more about people and far less about vehicles."*

*"The **toilets desperately need renovation**. They really let the area down."*

*"**Make Westbourne pedestrianised on this side**, have a central walkway access with seating, **garden planting along the length**. **Reroute buses along Milburn Road**, making it slightly wider to accommodate a moderate increase in traffic."*

*"**With Westbourne pedestrianised**, make this area at the end of the alley a sheltered bus terminus, **with upgraded toilets and seating area**. Some tree planting."*

*"I love Westbourne with all it's lovely independent shops, but it could be so much nicer! **It's ruined by the traffic which dominates it to the detriment of anyone walking to or around it, or arriving by bicycle**."*

*"The strange gyratory system just encourages people to drive round and round looking for a parking space. **The on-street parking should be reduced and space given to greenery and outdoor seating, wider pavements etc**."*

*"**Road could be far narrower** and as other ideas widen the pavement and allow the excellent eateries to operate outside space."*

*"**Make it pedestrian-only on Poole Road**, to allow for a better community shopping and dining experience. This would allow for better Farmers market, pop up shops, food fete, carnivals, summer fair, music for summer evenings, light show/fair, Xmas tree - really bring the community together and support local business. **Make more of a feature of the lovely arcade** to support the businesses and provide grants for start ups. **More flowers in the area - garden in bloom**. **The main issue is the constant traffic and parking that is quite dangerous** especially with buses coming through that could be rerouted. **The library could become more of a social and digital hub** to widen appeal and bring to a younger audience - story sessions and engage with working age groups, business talks, mentor sessions, career advice - perhaps move into the main high Street area for better footfall. **Provide more cycle racks to encourage people to bike in**. Possible Beryl and scooter stand. If we can encourage more people to spend dwell time in the area they will browse and spend money helping the economy and local people plus a live place to live."*

*"**Please make the owners do something with this unsightly ex bank building**. Thanks."*

*"**Secure parking for bicycles would be good**. I have visited towns where secure, gated/fenced bicycle parking was monitored by CCTV. Access was granted via a*

local shop or medical reception, for a small charge. Maybe would be worth thinking about here?"

"Many comments have asked for pedestrianisation: ***the counter-fear is that the result would be like Boscombe****. However, this road is much narrower, which would give a better, intimate feel. Also, part of Boscombe's problem is that multi-story parking is a hassle for a quick shop visit.* ***I think Westbourne would be well served by street- level parking to the rear*** *(possibly with an upper level for LV parking only) and restricted access (green buses, bikes) on weekends only, to start with."*

*"****A cheap(-ish) suggestion is to improve the appearance of the area****.*
1) ***Get shop owners to remove ' temporary' signs*** *- like the awful banners for the Foot Clinic and Mobility shops that have been there for years*
*2****) Get the burger/pizza shop to remove or turn down the brilliant flashing sign*** *in its window - the one opposite the Mi Ya Japanese restaurant at the west end. Its awfully distracting when in the calm of Mi Ya.*
3) ***Get the outside of the buildings cleaned and tarted up*** *- at least remove some of the shubbery growing in the cracks. Especially above the ground floor. I am not sure if the council can do this, or force the owners. I imagine it's quite expensive for owners to get to the outside of floors 1-4: could low cost access to a high-reach vehicle (cherry picker or similar) be provided periodically for routine cleaning and maintenance? Possibly by a community levy?*
4) ***Get the flower displays growing again****! Lsta year, this was done by volunteers with no support, which may be the case this year as well. Planing is not too bad, but watering via watering cans was a nightmare!"*

*"****Safe, covered, secure parking*** *required for expensive bikes / ebikes."*

Tuckton (9 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Tuckton could be reimagined. The only theme to emerge was to add more green spaces including planting and maintain these areas better.

Below are the comments submitted by all respondents:

"Bleak large expanse of tarmac. What happened to all the grass? ***You could get away with planting a tree here*** *as its not on a tight bend."*

"There are two very wide pavements at the Iford Lane junction so ***add some trees****. Also one side of Tuckton high street has a very wide pavement which* ***could also have a line of trees planted****. This could also stop people from fully parking on the pavement outside shops like they currently do."*

*"****Put double red lines outside of Tesco*** *to stop cars from parking and causing congestion."*

"The Christmas lights look like ice cream cones and need something a bit more classy. ***It would be nice if all the shops had the Christmas Trees positioned above their shops*** *as some do."*

*"It would be **nice if the floral stands had seasonal planting and were maintained**."*

*"**A High Street notice board** would enable people to know what is going on locally such as yoga classes and other local activities."*

*"Could the pavements on the High Street be improved e.g. **some decent paving on both sides rather than a mixture of tarmac, flags and concrete**. This would give the High Street a much more pleasant look."*

*"**Extend promenade** so you can walk further along to Hengistbury Head"*

*"**New street features** to create a sense of destination at Southbourne crossroads as a cluster of food outlets, and to improve pedestrian access, currently there's lot going on on the pavement, bus shelter, bike racks, bins, beryl bikes, but not much that stops it from feeling like a traffic junction. The carriage way and pavements are wide, **there's space for a cycle path, and for additional street trees, seating and planting** to make it a quality place to spend time."*

Ashley Cross (8 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Ashley Cross could be reimagined. The only theme to emerge was to close some of the roads to through traffic, using the space instead for markets or events.

Below are the comments submitted by all respondents:

*"**Make it easier to cross the road** at this junction (all arms!) (**Bournemouth Road**)."*

*"Try to replicate the offering at Ashley Cross in other areas - **greenspace surrounded by shops** - places to eat or get a coffee, somewhere to have a picnic. I think it's already a great place to live, work and shop and **should be used as a blueprint for other urban villages**."*

*"**Real time air quality monitor** to force the council to stop making the Air Quality Management Area here worse as they have since it was declared by allowing huge new developments nearby."*

*"**Close this section of Church Road to vehicles and use the street space** released for outdoor eating, coffee etc, Saturday market stalls, arts and crafts displays."*

*"**Close the roads to through traffic** to stop the rat run and create a public space for events."*

*"Going west, sign here says 'Station - left'. At next left, sign says 'No left turn'. **Please remove first sign or remove & relocate it to before the previous junction** - where it would be correct for road traffic & a more direct route for pedestrians. Thanks."*

*"Credit to the council for this park. **A few more benches please**. Thanks."*

*"I think this hut may finally be being refurbished as toilets again. Good. If not**, how about doing it up & providing it to an entrepreneur (not chain) as a coffee hut**? **Maybe a a youth project?** Thanks."*

Winton (7 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Winton could be reimagined. The only theme to emerge related to traffic and roads including pedestrianisation and reducing traffic.

Below are the comments submitted by all respondents:

*"Using one way systems in neighbouring roads, **pedestrianise from Withermoor Road to Winton Banks**. Creating safer shopping environment and encouraging eateries to the area that can operate outside space"*

*"**Traffic calming measures** along Winton high street"*

*"**Pedestrianise the whole of Wimborne Road** in Winton and **redevelop shopping area** to be a safer and more pleasant place to shop and socialise. Prioritise families and permanent residents before tourists and students."*

*"**Making a green outside gym** like other parks have such as Poole Park and Baiter."*

*"**Improve active travel elements, consider public transport only in certain zones**. This opens up whole street in sections to be available for many different events and activities. Pedestrianisation has side effects that are not necessarily safe. But **one way or other restrictions** can help open up."*

*"Good idea to make some of the high street a pedestrian area but **with interesting features and planting** (not like the soleless centre of Boscombe). **Have more room for outside seating** for food/ coffee outlets etc."*

"I agree pedestrianisation to make space for more outdoor seating and eateries etc liven up the area for the community."

Moordown (5 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Moordown could be reimagined. No themes were identied as the comments were all varied.

Below are the comments submitted by respondents:

*"Can we **actively encourage restaurants and cafes, including pavement tables**, it is wide enough?"*

“3 of the units are now empty, whats going to go in their place? I use Castlepoint for my food shopping (Asda, sainsbury's, M&S) but I dont use any of the other shops, ***what about bringing Primark, Matalan, Home Bargains or Dunelm in to the empty units?****”*

*“****The phases of these traffic lights must link with the phases at the adjacent roundabout*** *so as to give fair and equal access to this busy trading estate. The current phases and timings cause real problems as the roundabout is too small for more than a few waiting vehicles.”*

*"****Encourage developers to open the ground floor to more shops****.* ***Needs more eateries****. Need to encourage national government* ***to level the tax playing field*** *for physical shops vs online retailers."*

Kinson (3 comments)

These respondents contributed a variety of ideas when commenting on how the high street in Kinson could be reimagined. No themes were identied as the comments were all varied.

Below are the comments submitted by respondents. One comment was removed due to duplication:

“I think adding ***more planters/ flowerbeds/hanging baskets on lamp posts and along the high street*** *would really help brighten up the place and give it more of a "destination" feel, encouraging people may otherwise shop in tesco and leave to take a bit of time to wander and look at the flowers whilst stopping and supporting the local independent shops. There is plenty of space along a lot of the pavements on the high street for this, and I know they repurposed some planters from the ETRO schemes further up the road and it would be nice if they could carry it on right up the high street. It would also have the additional benefit of increasing pedestrian safety as at some parts of the high street cars illegally swing onto the pavement so having planters could mitigate against that somewhat.”*

*“****A nice family orientated pub or place to eat*** *preferably with outside seating would be great.”*

Lansdowne (2 comments)

One respondent dropped a pin on the Lansdowne area and duplicated their comment. The duplication has been removed and has been mentioned in relation to other areas:

“Commerce Hub
It is a fact that the high street has declined over the years and there are lots of reasons for this. ***This idea is a radical new look at how business working together could create what I have called it a “Commerce Hub****”. The idea of the hub could be introduced into the local high streets throughout the BCP conurbation and the rest of the country.*

Changes in the banking environment have seen the demise of the "local" bank in hight street, although parcel deliveries are up the Post Office is no longer the main delivery mechanism, and more online transactions create more returns.

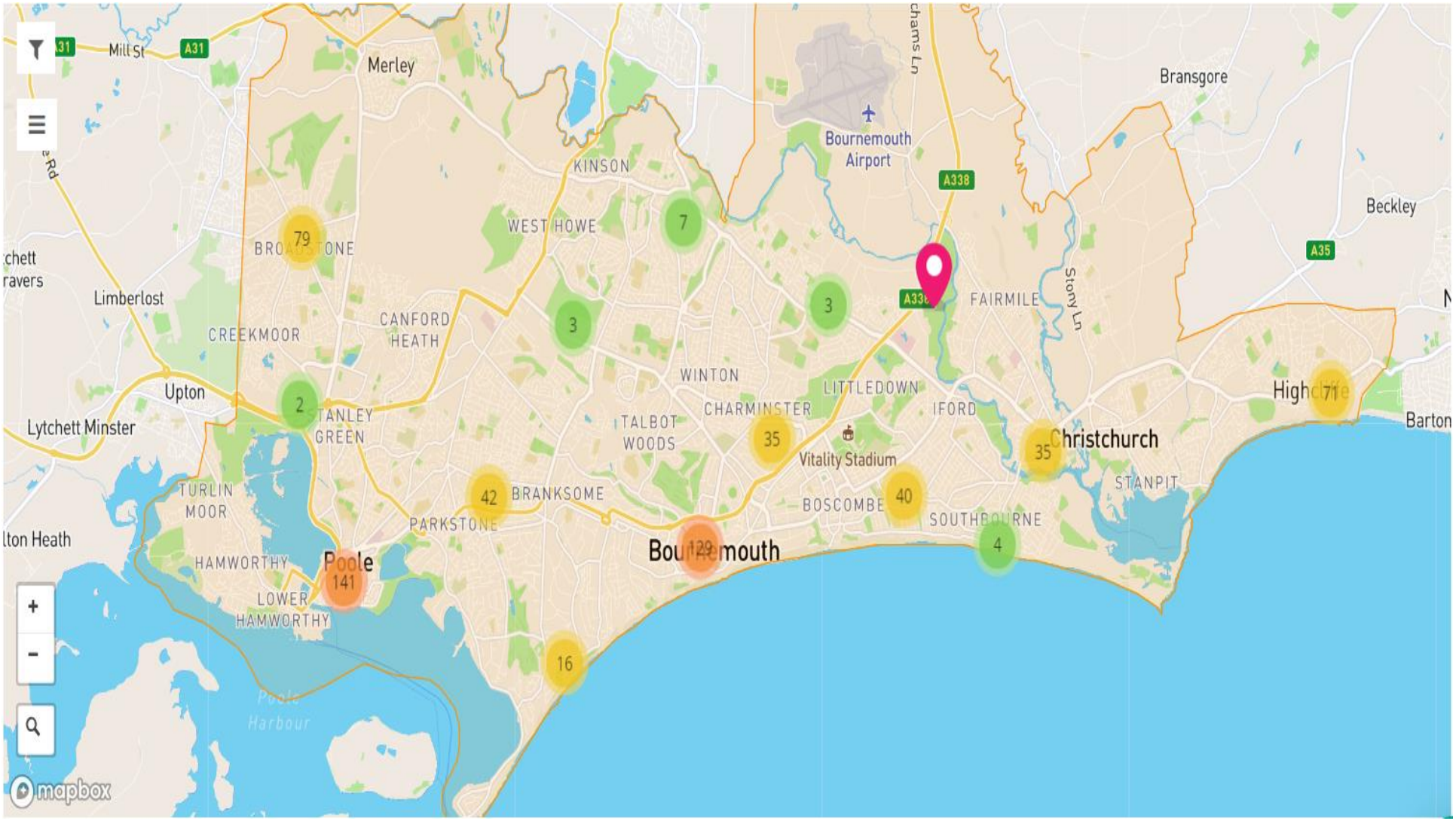
To the idea, why not create a multi-vendor "Commerce Hub", these would be housed in a suitable unused secure building(s) within a high street that is used by: -

1. *Banks and building societies share the space, where customers can interact locally with a single team of trained banking support staff that offer the services for the banks represented (we have the technology). Also, within the building provide meeting rooms that the banks can book for local customer appointments. This would provide an on-demand local people banking space, with the costs spread across the banks using the service and maybe the council could help by supporting the rates.*
2. *Provide Post Office services, Bureau de Change and help with.GOV online applications, such as car tax, Tv licence etc. (for those who need help)*
3. *Parcel return service – multi-vendor parcel drop-off. Offer a service that allows people to drop off all their returns in one place with daily collections from the companies being used to return them.*

So,. Increased footfall to the high street to use the "Commerce Hub" would increase business to other shops, cafes etc. It creates the reason to go to the local high street as opposed ***in summary, one building, one set of staff, used by multiple organisations to interact with the local community*** *to going into town to the bank etc.*

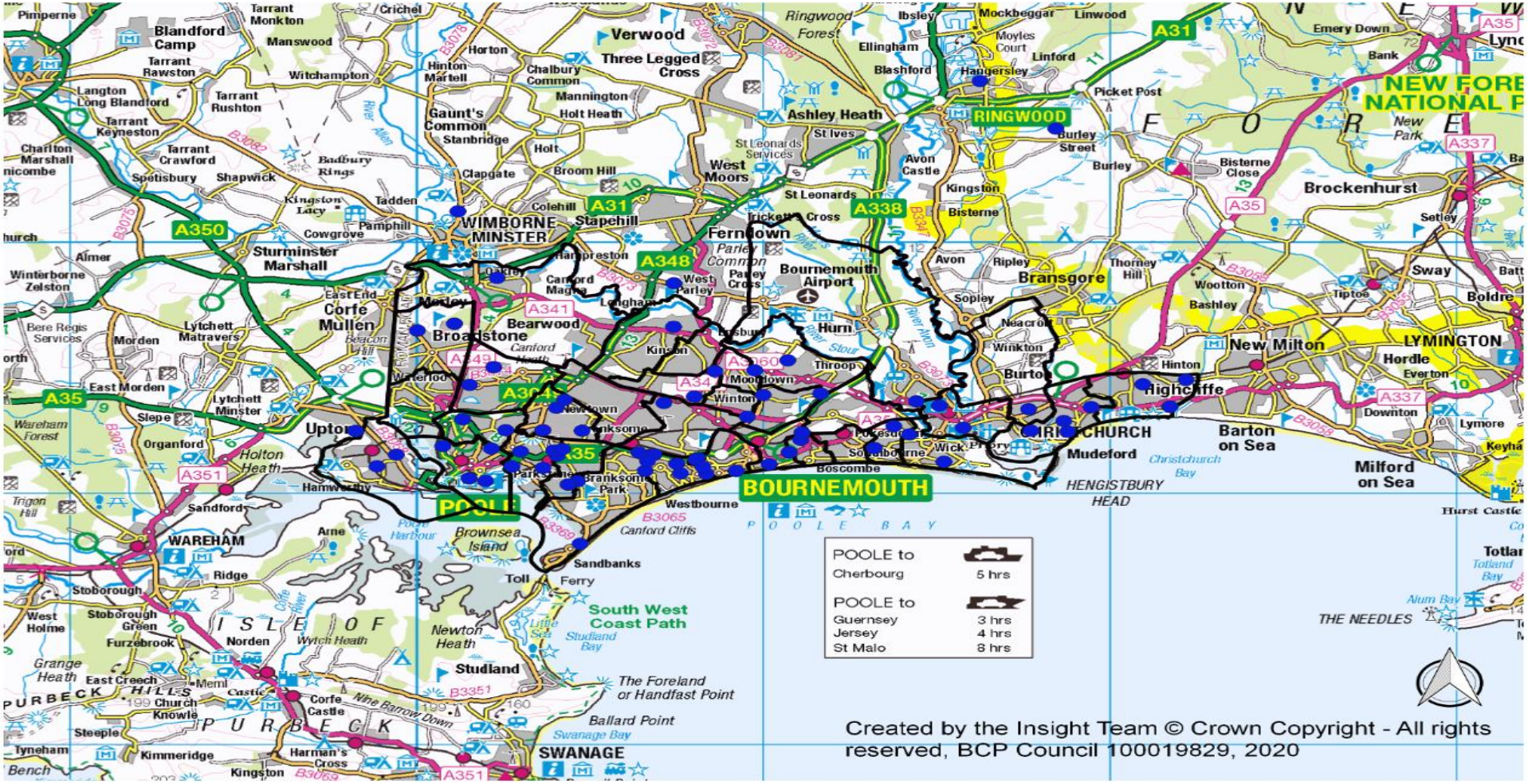
There are many suitable buildings already in place, it's about repurposing them and nurturing multi-vendor collaboration."

7. Appendix 1 – BCP Map with pin locations



8. Appendix 2a – Ideas Board Respondents Postcodes by Ward

Respondent postcodes are indicated by blue dots. Most Ideas Board respondents lived in Westbourne & West Cliff Ward (17), Highcliffe & Walkford (13), and Parkstone (13) wards. A full breakdown can be found in Appendix 2b.



9. Appendix 2b – Ideas Board Respondents Postcodes by Ward (Table)

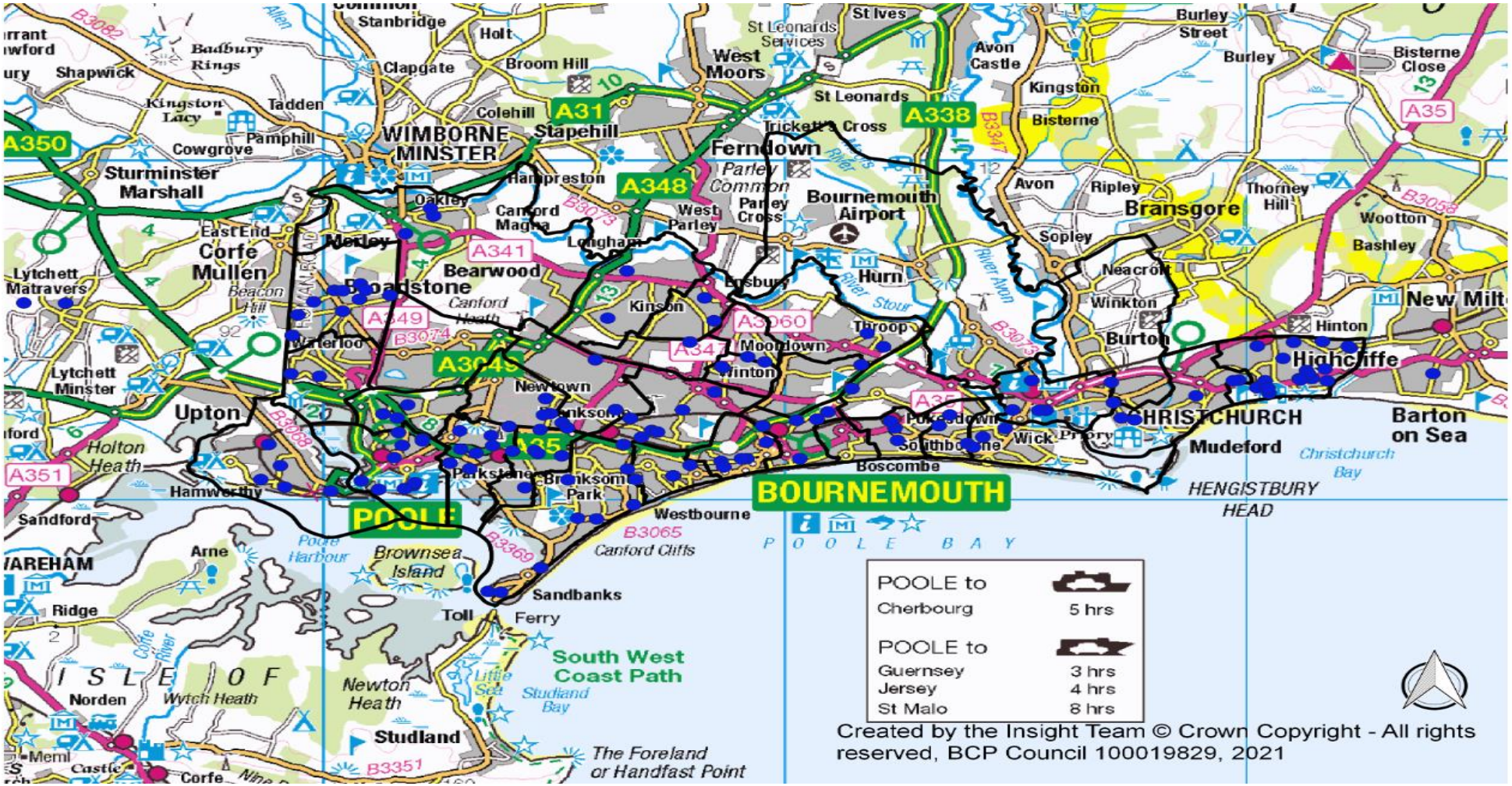
BCP Ward	Responses
Westbourne & West Cliff Ward	17
Highcliffe & Walkford Ward	13
Parkstone Ward	13
East Cliff & Springbourne Ward	11
Penn Hill Ward	11
Mudeford, Stanpit & West Highcliffe Ward	10
Newtown & Heatherlands Ward	8
Oakdale Ward	8
Broadstone Ward	5
East Southbourne & Tuckton Ward	5
Poole Town Ward	5
Bournemouth Central Ward	4
Canford Cliffs Ward	4
Canford Heath Ward	4

BCP Ward	Responses
West Southbourne Ward	4
Queens Park Ward	3
Christchurch Town Ward	2
Hamworthy Ward	2
Moordown Ward	2
Muscliff & Strouden Park Ward	2
Bearwood & Merley Ward	1
Boscombe West Ward	1
Burton & Grange Ward	1
Commons Ward	1
Kinson Ward	1
Talbot & Branksome Woods Ward	1
Wallisdown & Winton West Ward	1
Winton East Ward	1

42 respondents provided incomplete postcodes that could not be mapped.

10. Appendix 3a – Map Respondents Postcodes by Ward

Respondent postcodes are indicated by blue dots. Most respondents who dropped a map pin lived in Broadstone (80), Highcliffe & Walkford (63), Talbot and Branksome Woods (45) and Poole Town (42) wards. A full breakdown can be found in in Appendix 3b.



11. Appendix 3b – Map Respondents Postcodes by Ward (Table)

BCP Ward	Responses
Broadstone Ward	80
Highcliffe & Walkford Ward	63
Talbot & Branksome Woods Ward	45
Poole Town Ward	42
East Cliff & Springbourne Ward	36
Canford Cliffs Ward	28
Christchurch Town Ward	24
Newtown & Heatherlands Ward	23
Parkstone Ward	21
West Southbourne Ward	20
Westbourne & West Cliff Ward	20
Penn Hill Ward	18
Bearwood & Merley Ward	13
Alderney & Bourne Valley Ward	12
Bournemouth Central Ward	9

BCP Ward	Responses
Oakdale Ward	9
Redhill & Northbourne Ward	7
Boscombe East & Pokesdown Ward	6
East Southbourne & Tuckton Ward	6
Hamworthy Ward	6
Mudeford, Stanpit & West Highcliffe Ward	6
Muscliff & Strouden Park Ward	6
Winton East Ward	6
Littledown & Iford Ward	5
Wallisdown & Winton West Ward	5
Creekmoor Ward	4
Queens Park Ward	3
Kinson Ward	2
Moordown Ward	1

49 respondents provided incomplete postcodes that could not be mapped.

Poole BID

Poole BID has had an interesting and busy year, most recently with the fantastic reballot result taking the BID into a new 5 year term with the knowledge that the support from the levy paying businesses is strong.

We'd never seen a year like 2020. The pandemic changed life for everyone and had a huge impact on our towns, cities and high streets. Many of the changes have been happening for years and COVID-19 has simply accelerated them. The growth in online retail is just one example.

Poole is not immune to the big challenges faced by other towns and cities across the UK. But as we all know, with challenge comes opportunity. And 2021 is for opportunity and optimism as the vaccine programme continues to take us towards life as we used to know it.

Poole has an enormous amount to offer as an attractive, vibrant, flourishing and colourful town. The Poole BID plays an absolutely central role in the economic life of the town.

The BID was due for renewal in May 2021 and after securing a huge majority of support, the successful renewal term will begin in July 2021.

We have learned a lot in our first five years, and we are ambitious for our town and its future.

James Croker

Chairman

Poole BID

COVID-19

When the pandemic hit in March 2020 the BID acted quickly to the ever-changing needs of local businesses, ensuring communication lines were improved to enable updates and support to reach their levy payers in a timely manner, which, in the early days was vital with the ever changing guidance and updated support packages. The BID stepped in to provide free floor vinyls and protective screens for the essential shops that were permitted to stay open, a service that has been extended and expanded on as other shops and businesses were opening up. The BID fund CSAS officers to safeguard the town and Quay areas which provided vital support and intelligence during the uncertainty of the past year.

The BID played an active role in the RHL R3 group, put together to represent the Retail, Hospitality and Leisure sector and discuss the issues prevalent in the sector.

This has led to a grant award of £75k to enhance the work and develop a support package. Work is ongoing with this project.

The BID also applied for a £50k Additional Restrictions Grant (ARG) to support innovative projects to ensure the High Street feels welcoming to returning customers and workers. The funding was added to existing funds to expand on projects such as the successful Marvellous Markets and Poole Street Music. The BID has partnered with HSHAZ (High Street Heritage Action Zone) in supplying 70 flags the length of the High Street and a deep cleaning project to ensure the High Street looks its best. These themes will be continued and, working with the same partners, painting of street furniture and lampposts and replace Purbeck stone.

We are about to collaborate with Lighthouse Poole on the Christmas Global Rainbow project, as well as having received OPCC Funding to tackle crime initiatives.

Our Brilliant Basics

- We provide extra resources to help keep our streets safer and cleaner.
- We provide our BID Levy District with street dressing improvements.
- We provide free COVID-19 safe measures.
- We work closely with BCP Council and other key stakeholders on future plans for Poole town centre and Quay, to ensure our businesses have a voice.
- We help attract other external investment as a direct result of our activity.
- We are a powerful voice for the business community to raise collective issues with BCP Council to ensure Poole gets a fair and consistent contribution.
- We look to bring together people in different sectors to work on projects, including the local Police and Poole Quays Forum, to help coordinate collaborative ideas for the area.
- We work with BCP Council to help communicate and access grants.
- We can agree on preferential rates for selective services with items such as waste, advertising and media.
- We provide free promotional activities that our retailers and visitors alike can benefit from
- We are integral in bringing new events and initiatives to Poole town centre and Quay.

What's next?

- BID funding for initiatives to tackle crime to continually achieve a safer environment.
- Business Crime Reduction Partnership - increasing the collective effectiveness of towns and cities to lobby for greater resources and influence.
- A repository of information to reduce acquisitive and violent crime, disorder and anti-social behaviour against businesses, their premises, staff and customers.
- BID funding for CSAS Officers dedicated to working in our district to combat anti-social behaviour, street drinkers and rough sleeping.

- Continued collaboration with the Police & other partners.
- Discounted shop watch radios for our retailers to report crime as it's happening.
- COVID -19 Response and recovery initiatives.
- Free COVID- 19 testing kit co-ordination.
- Free Social Distancing floor vinyl's.
- Targeted deep cleans improving the physical appearance of our town.
- Discounted waste collection scheme.
- BID funding for train station through to town centre and Quay street dressing improvements, including street furniture and lamp post cleansing and removal of weeds.
- BID funding for unoccupied vinyl shop front dressings.
- BID funding for floral displays.
- Flags and bunting in our Old Town.
- BID funding for Christmas Lights
- Dedicated BID team committed to the prosperity of our town centre and Quay.
- Championing business interests in Poole locally, with our other BIDs with in BCP and nationally.
- Poole business led engagement to work with key stakeholders to shape local developments, regeneration and improvements.
- Innovative, dynamic initiatives which aid economic recovery and future growth.
- Heritage led regeneration initiatives on behalf of the community to create economic growth and improve the quality of life in our historic high street.
- BID team to offer support and advice regarding grants.
- Industry insights into best practice occurring in 300+ BIDs/towns across the UK.
- Relevant information sharing with businesses regarding local news and COVID-19 updates.
- Free dedicated website, social media, newsletter and digital magazine promotional activity via our newsletters, Shop Local Poole or Total Guide Poole dedicated to targeted consumer marketing.
- Free social media support.
- Free wifi.
- BID funding for events.
- Animated markets and street music.

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When COVID arrived and lockdowns were introduced, few places were as hard hit as the area the Bournemouth Coastal BID represents. Our hospitality and catering businesses were floored and retail suffered massively. Tourist numbers fell off a cliff and for a resort town that was devastating.

The BID worked tirelessly to help our levy-payers survive and to adapt – and their business instincts and astonishing efforts have been remarkable.

Prior to COVID our local economy was doing well and the BID was maximising opportunities, funding and organising events and making our areas better.

Now the end of the pandemic is in sight and restrictions are lifting, we are looking to the future and to supporting those businesses as they recover and begin to flourish again.

The purpose of this report is to outline what our activities were before the pandemic, during it, and to summarise our plans and priorities for businesses post COVID.

Our eyes are focussed on the future, and we are ready to go.

Paul Clarke

Chairman of Bournemouth Coastal BID

Bournemouth COASTAL BID



Bournemouth COASTAL BID

Remembering 2019

We contributed **£90,000** into Christmas Tree Wonderland in 2019, which brought in 769,770 visitors to the town



A further **£70,000** was spent on festive illuminations across our areas

Another **£20,000** was spent on festive fun, including children's entertainers, Father Christmas, reindeer, llamas to name a few



Our **£30,000** investment in Business Events Bournemouth generated £420,000 additional gross annual revenue for levy paying hotels



We invested **£10,000** in the Bournemouth Emerging Arts Fringe (BEAF) that brought 20,000 visitors to Boscombe, boosting businesses by bringing arts to the people

BusinessEventsBournemouth
Right place. Right fit. Right feel



Bournemouth COASTAL BID

Remembering 2019

£20,000 contribution to the cost of CSAS Officers in Boscombe

Another **£7,500** helped fund Southbourne Revival, a two-day family music festival bringing people together and celebrating all of the traders and businesses in the local areas



We funded Bournemouth Area Hospitality Association (BAHA) with **£6,000** to support a vital part of our local economy; hotels and hospitality



£4,000 invested in the GB High Street campaign

Not Forgetting 2020

Additional £90,000.00 in grant funding generated for businesses

A further **£10,000** secured to support businesses

£50,000 was raised to continue the operation of the Coastal BID

Helped formulate the **COVID action plan** for Dorset hotels, leading the country in getting people back into hotels at the end of the first lockdown.

Participating in **RH3 Group** meetings and discussions, helping to shape COVID19 response by BCP Council in partnerships with other BIDS and agencies



News

20th April

£500m and 9,000 job losses: how much coronavirus could cost BCP area if lockdown lasted six months

By Josh Wright

News

20th May

Bournemouth Coastal BID lobbies for more hospitality help

By Darren Slade | echodaz



GOVERNMENT ANNOUNCES NEW BOUNCE BACK LOANS FOR SMALL BUSINESSES

Bournemouth COASTAL BID

Not Forgetting 2020

Introduced a **low level crime reporting app** enabling businesses to submit real time reports via their smart phones and laptops of low level **crime and anti-social behaviour** and to share awareness.





Backed the national **#RaiseTheBar** campaign that urged the Government to give extra help to the retail, hospitality and leisure sectors.



Backed other campaigns through the lockdowns to help our levy-payers

Negotiated **free legal advice** for levy paying businesses



Funded **20% discount** for our businesses when they purchased **PPE** – all through a dedicated website

Ran **Monsterhero Safari** encouraging people to get out during and visit businesses that were able to trade



Bournemouth COASTAL BID

2021 and Beyond

The post-pandemic landscape





- Now lockdowns are lifting we are preparing for tourists and visitors and helping businesses by:
- Securing an additional £75,000 for Boscombe through the Towns Fund to be spent on murals, planting, a deep clean, additional seating and permanent lighting for the precinct area
- Securing an additional £50,000 via BCP Council to be spent on a Green Machine electric vehicle, recycling food waste and coffee grounds from local businesses, turning them into compost which will be used in community gardens to grow food for local food banks, and to water plants and remove waste from out trading areas. This will also generate employment by funding an additional staff member to carry out the work, employed by us



Bournemouth COASTAL BID

2021 and Beyond

We have also funded an extra **50,000** copies of the guide to Bournemouth, Christchurch and Poole and delivered them to hotels and hospitality businesses so visitors know what's on offer and where they can go



We will continue to help fund Business Events Bournemouth, part of BH Live, to help bring major events to the town



CSAS officers will continue to be funded making Boscombe a safer place to work and shop

We are currently waiting for the outcome of a funding application which if successful will mean an extensive refurbishment programme of street furniture and planting in our areas- putting Pride in Place firmly at the top of our agenda, together with tourism, security and environmental issues



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BOURNEMOUTH
TOWN CENTRE BID

Bournemouth Town Centre BID Update
May 2021

It goes without saying that the past 14 months have been incredibly challenging for town centre businesses in dealing with the pandemic. The inexorable change in retailing habits, office working practices & the shift in commercial property occupation to residential has, in many experts' opinions, been accelerated by 5-10 years.

Thus, the way our town & city centres look & feel and their function has irrevocably changed. However rather than seeing this as a major problem that will lead to the inevitable demise of the high street, all of us with an interest in the town centre need to work together to shape this new situation. The "Save Our High Street/Town Centre" mantra is, of course, something that we can rally around BUT we have to "save it" into something that people actually want rather than simply preserving a past model.

Leading up to the first stage easing of lockdown in May, the BID undertook a number of projects & initiatives to support town centre businesses including social distancing queueing vinyls, simplified guide to grants & funding opportunities (for which BCP garnered deserved praise for the speed of issue) and significant promotion of the town centre gift card to lock spend into the businesses in town.

There were also a number of joint initiatives with BCP that underlined the fact that collaborative working is without doubt the most effective way of helping the town centre navigate this "new normal."

These included a number of jointly funded projects

- Initial repainting the 'street furniture' in the town centre with stage 2 to follow shortly
- A deep clean of the pavements & pedestrianised areas due to be completed in June
- Window vinyls on selected empty units to improve the look & feel of the town e.g., on the Beales building

- Working with events & tourism on a series of markets in the town centre to encourage people back safely using the BID's "Let's Reconnect" promotional initiative.
- Working closely as part of the BCP Homelessness Board initiative supporting & part funding the contactless giving initiative.

Why were these things important? Well simply put the new town centres we need to provide are all about the almost overused word "experience" – two of the BID business plan pillars of "Safe & Secure" & "Clean & Green" are constantly at the top of our levy payer & visitor surveys as to things that are important. Indeed, in the last visitor survey of nearly 1,000 responses, having a clean & well maintained town centre where people felt safe & able to dwell, with lots of events & activities, were utterly key to individuals & families returning.

Here the pavement license initiative for the hospitality sector has been a great success and has shifted both the atmosphere of the town and provided the business with much needed increased capacity.

All the BIDs play a key role in the highly important R3 group, chaired by BCP which will be commissioning an important piece of research (again jointly funded by a BCP grant & BID support) to clearly identify what will bring people back into our towns as well as the new requirements of residents & workers.

Coming out of lockdown, Bournemouth was in the top 5 towns & cities in the UK for non-essential retail visits and we are anticipating a significant boost through staycations this summer. Whilst footfall is @20-30% lower than 2019, it is not out of kilter with the rest of the UK. The key here is to build confidence and, given the changes previously mentioned in retail & office occupation, provide the new experience required.

We will be working closely with Tourism & Events on the Festival Coast Live initiative in helping to curate, support & enhance the live events in key public spaces in the town centre – again this project is highly welcome as it would seem to be essential in encouraging both visits, dwell time & thus increased possibilities of spend.

Going forward, working together in a 'critical friend' capacity is essential in not having this new reality done to us but to shape it for the benefit of those who (and will) live, work & visit the town. It's vital that

- The strategy of encouraging & incubating independent retailers to set up in the town (as ably put forward by Cllr Brooks) is progressed.
- Those developments in town that are part of the regeneration shift (especially where retail is involved) are unblocked.
- The "Take Pride" initiative is continued
- The holistic approach to ensuring our town centre is safe, secure & welcoming is given top priority.

There is confidence in Bournemouth town centre & it's future – the wonderful Bobby's initiative, Saltrock returning to the high street, 5 other units under offer, the impending opening of the Livingstone Academy plus the revitalisation of Lansdown.

It's important that we ALL play our part in this & not "take our foot off the pedal" – our innovative & resilient businesses deserve it from us.

Paul Kinvig
Chief Operating Officer
Bournemouth Town Centre BID

The Key Cities and Core Cities

The Future of Urban Centres

An agenda for post-pandemic Inclusive City Renewal

Metro Dynamics ~~May~~ 2021

Image: Core Cities. Belfast skyline

About this report

Metro Dynamics has prepared this report for and alongside the Key Cities and Core Cities networks.

This report presents findings and recommendations from work carried out from January – May 2021. To inform the views presented here we have combined our own economic analysis and additional research with extensive consultation across the Key Cities and Core Cities networks, including with:

- Key Cities and Core Cities Policy Officers Roundtables
- Core Cities Cabinet
- Core Cities Chief Executives
- Core Cities Policy Advisors Group
- Key Cities Executive
- Key Cities Full Group
- Key Cities All Party Parliamentary Group
- Spotlight sessions with one Core City (Leeds) and one Key City (Bournemouth, Christchurch and Poole) on applying insights locally
- The joint Key Cities and Core Cities steering group for the future of urban centres
- Senior leaders in both Key Cities and Core Cities in targeted discussions
- Business and others beyond the Key Cities and Core Cities networks.

We are grateful for partners' engagement and contributions to this report.

The Key Cities and Core Cities are 36 different places and it is not possible to give each place the attention it is due in a single report. However, **this report is supported by an online evidence base that provides detailed insight into the impacts of Covid-19 on each city.**

KEY CITIES	CORE CITIES
Bath & NES	Belfast
Blackpool	Birmingham
Bournemouth, Christchurch and Poole	Bristol
Bradford	Cardiff
Carlisle	Glasgow
Coventry	Leeds
Doncaster	Liverpool
Exeter	Manchester
Gloucester	Newcastle
Hull	Nottingham
Kirklees	Sheffield
Lancaster	
Lincoln	
Medway	
Newport	
Norwich	
Plymouth	
Portsmouth	
Preston	
Salford	
Southampton	
Southend on Sea	
Sunderland	
Wolverhampton	
Wrexham	

Image credit: Riverside Sunderland. Sunderland aerial view

Foreword

If Covid-19 has taught us anything, it is that going back to the way things were is not an option. Only new, locally-led, solutions will work in a world changed forever by the pandemic.

That is why we believe it is time for radical new thinking about the role of our Core Cities and Key Cities and to argue for Government to implement policies that can unlock their massive power and potential. This report is an important step on that journey.

It is published at a time when our cities are beginning to re-build after the pandemic. Tragically, thousands of our citizens have died and many will live with continued ill health due to Covid-19 for some time.

Many of our city centre retailers face an uncertain future, there are signs unemployment is starting to increase and our transport networks may struggle to sustain themselves if office workers do not return to city centres. Added to this we face a daily struggle against a centralised UK state that has a built-in culture of ignoring the role of place.

But we also believe there are grounds for optimism. Firstly, in the spirit of our communities and our public servants who came together during a great crisis to save lives and make a difference whether it was delivering food parcels to vulnerable families or checking in on older neighbours.

Secondly, we have already begun the process of thinking radically about the big issues that are likely to face a post pandemic local state. Covid-19 accelerated many of the trends we were already seeing across our city networks and as local leaders we are best placed to respond.

If we want cities to drive recovery, we must listen directly to those who run and represent those places, who are closest to the lived experiences of residents and aware of the obstacles and opportunities for progress.

If you want to hear truly innovative thinking around the future of urban places talk to a UK city leader.

Key Cities and Core Cities are diverse places, home to 21 million people and generating 27% of UK economic output. Our places come in all different shapes, sizes and political colours.

Between us we count cities from all four UK nations as members. What brings us together is a belief in the future of cities and that by working together we can find solutions to systemic problems like unemployment, poor health and inequality.

We have been written off before. The 1918 Flu Pandemic saw commentators predict the end of the city, but we recovered and the 20th and 21st centuries saw urban areas gain importance and become drivers of national economies. We firmly believe cities are still the future and we welcome this important report.



Cllr. Nick Forbes,

Chair of Core Cities UK, Leader of Newcastle City Council



Cllr. John Merry,

Chair of Key Cities, Deputy Leader of Salford City Council

The City Deal for Recovery and Levelling Up

Cities have been at the epicentre of the Covid-19 pandemic – experiencing the highest cases, the most deaths and the biggest economic impact. But their role driving national productivity and growth, and their interdependent relationship with towns means they now hold the key to recovery and levelling up across the UK.

Recovery: £89bn - how much larger the national economy would be if productivity in the Key Cities and Core Cities matched the national average.

Levelling up: 3.3 million - how many fewer people would be living in deprived neighbourhoods if deprivation levels in the Key Cities and Core Cities matched the UK average.

This report was commissioned by the **Key Cities and Core Cities Networks** and is published at a critical moment as the country starts to emerge from lockdown and plan for recovery. It analyses the deep impact that Covid-19 has had on cities; assesses the vital economic role of cities, including their connection with towns; and outlines the trends that could help cities transition towards an inclusive renewal and ensure local places prosper post-pandemic.

It sets out an ambitious agenda for cities to work with local partners, with towns and with Government to generate sustainable inclusive economic renewal. This place-based framework, enabled by an Inclusive Renewal Deal with Government, is a bold offer from cities that can drive national recovery and levelling up in places by helping re-orientate, re-purpose and re-balance urban centres.

Where to now for cities?

As city centres re-open and the furlough scheme draws to a close, we will begin to see the full extent of the social and economic harm left in the pandemic's wake. As with previous shocks, the pandemic has accelerated some trends already in flux whilst also generating its own specific effects. The long-run effects of social distancing on cities, whose raison d'etre is social proximity, are still unknown. Yet what feels more certain is that we have reached Peak Retail and Peak Office much faster than expected. This alongside the wider impacts of the pandemic have added to pressures on city-authority finances, which now face the twin challenges of increased spending demand and reduced tax revenue.

As cities begin to rebuild and renew, we need a national dialogue about the future of local government finance.

British cities now face two futures:

1) **Long-term Scarring** that could drag the UK back to the 1980s, with a big increase in unemployment, worsening health and economic inequalities and a revenue crisis, heightened by a loss of business rates and commercial revenue. This would present a vicious cycle of decline, where cities were unable to fill the gaps left by empty retail and office space, further undermining their revenue base and making it harder to attract new investment. In this scenario, failure to intervene to support renewal in cities would hamper national productivity and growth, creating a widespread levelling down effect.

2) **Inclusive Renewal** with cities doing what they have always done best - renewal and re-invention. This would see cities tackle the urgent crises of job losses, economic inequality and the climate emergency; facilitate a new model for hybrid office working; consolidate a retail offer that is more about experience; double down on their cultural and creative strengths; and pivot towards future sources of inclusive growth driven by innovation. In turn, the benefits of this renewal would extend to neighbouring towns and see cities generate growth at scale to lead the national effort on recovery and achieve levelling up.

The purpose of this report is to help cities avert the risk of long-term scarring and to support them in building inclusive renewal.

Cities are central to recovery and levelling up

Recovery and levelling up are national priorities. To be achieved they must be delivered at place level with our cities. That's where jobs, businesses and innovation, along with poverty and health inequality, are most concentrated. City recovery is critical to town recovery. The report proposes that a core component of recovery strategy should be supporting the development of clusters of supply chains in growth sectors that link cities and towns across wider economic corridors.

The recovery and levelling up offer

Cities can make a big offer on recovery and levelling up. This is a reflection of the size of their economies, the concentration of deprivation in urban centres, and their potential to grow more inclusively. Simply closing the gap between where cities are now and the national average will make a huge contribution to recovery. This is the minimum that cities would want to achieve, working with Government to drive urban renewal:

Recovery: £89bn - how much larger the national economy would be if productivity in the Key Cities and Core Cities matched the national average.

Levelling up: 3.3 million - how many fewer people would live deprived neighbourhoods if deprivation levels in the Key Cities and Core Cities matched the UK average.

An inclusive Urban Renewal Deal

We propose an Inclusive Renewal Deal between cities and Government that will drive recovery and levelling up. The deal is about Government giving cities the freedoms, flexibilities, powers and investment, and revenue base, to enable them to make good on their offer to generate additional economic activity and to deliver on levelling up. It includes:

- **Creating a series of new growth, and levelling up deals**
- **Joint commitments on good jobs, employment support and skills**
- **Investment in innovation, net-zero, green jobs, housing and regeneration**
- **Health improvement and public service reform**
- **New powers to drive future growth opportunities, including on data**

The Inclusive Renewal Deal process will create local ownership of the Government's levelling up plan, and establish locally agreed milestones and metrics for sequencing levelling up over the short, medium and long term. It will embed this within a joined-up and strategic place-led approach to recovery. This is important as levelling up requires both early action, to demonstrate immediate progress, as well as long term interventions to develop human capital and change the economic trajectory of places.

A new framework for renewing urban centres

The report sets out how cities themselves will need to change to build inclusive renewal and fulfil their side of the recovery and levelling up deal. Collaborative economic governance should be at the heart of this, involving citizens, anchor institutions, businesses and investors in shaping a new vision for their places. This will need to respond to the three great challenges of net-zero, peak retail and peak office, through re-purposing vacant sites, re-imagining city centres, rebalancing urban geographies and creating good jobs.

Most cities are already developing plans for greener, smarter cities, with centres that support more flexible hybrid working, a more consolidated and stronger core retail offer, and re-skilling and job matching. Building on this, the report proposes a framework for renewing cities that pulls together a series of renewal goals with cross-cutting interventions. The framework is intended to help cities visualise the opportunities for renewal that lie at the heart of these intersections.

Making this real through joint investment and delivery

A new vision and policy framework for cities can help to develop a range of projects and interventions that can build renewal. But these then need to be funded and delivered.

The report proposes that cities will need to develop a mixture of approaches to funding and investment based on investable propositions for major capital projects and outcome agreements for public service and prevention compacts. The sources of investment should include patient capital equity funds, revolving investment funds, impact investment and multi-year revenue agreements.

The principle of local partnership working should be embedded into both funding and delivery. This should include new Special Purpose Vehicles (SPVS) to bring together public and private sector partners with skin in the game on land, investment, borrowing and other assets to drive investment and delivery of major transformative renewal projects. And all of this should be enabled through an Inclusive Renewal Deal with Government that gives cities freedoms, flexibilities and borrowing powers, together with further Green Book reform piloting.

The Inclusive Renewal Deal

RENEWAL THEME	CITY OFFER	GOVERNMENT ASK
City recovery, levelling up & renewal	Cities to work with residents, businesses, investor and anchors to develop recovery Levelling Up and renewal plans, with a clear set of costed commitments.	Government to work with Cities on a new series of Recovery, **Levelling Up and Renewal Deals**, that set out strategic place plans, with funding, and joint delivery arrangements.
Good jobs, employment support, and skills	Cities to develop detailed plans on job creation, employment support, and skills matching for at-risk retail and other workers.	• **DWP and City Framework agreements** for employment support and skills and job matching • **Devolution and expansion of Kickstart**, **expansion of Enterprise Allowance**, • **integration of skills and FE reform** through devolution to MCAs/cities working with local business
Investment in innovation, Net Zero, green jobs, housing and regeneration	Cities to develop i**nnovation districts, retrofit** and **affordable housing** plans and other investable projects and to develop with their partners **Special Purpose Vehicles** (SPVs) to bring together Land, Investment, Borrowing and other assets and explore investment models including **dynamic impact investment** and **rolling investment funds.**	To link these opportunities to **further funding for its Plan for Growth priorities,** including: • Supporting investment in **social housing retrofit** • Linking **housing & regeneration** funding and broadening Homes England's remit to include regeneration • Extending Council borrowing powers, further use of **Tax Increment Financing** (TIF), exploring the use of **municipal bonds** • Building on UDCs and Freeports with support for **municipally-designed SPVs**
Health improvement and wider public service reform	Cities to partner with new NHS Integrated Care Systems to **create local health improvement compacts** aimed at improving post-Covid long term health outcomes, focusing on prevention and workforce health.	**Multi-year funding agreements** linked to outcome agreements that enable a shift to prevention in spending and investment, as part of wider measures to create a sustainable financing system for local government.
New powers	Cities to develop propositions for new powers and regulatory freedoms that can enable them to speed up renewal and economic transition, including the power to acts as “data authorities”.	The Devolution and Levelling Up White paper should support **new powers for Cities** and outline a **process for further devolution and city Deals** that can enable cities to lead renewal.

THE FUTURE OF URBAN CENTRES

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Annex: Online Evidence Base

Image Credit: Preston City Council. Key Cities. The face of Preston is changing as it undergoes significant investment

CHAPTER ONE

Where to now for cities?

The fortunes of urban centres ebb and flow over time. From the rapid urbanisation of cities during the industrial era, to the flight to the suburbs in the second half of the 20th century, and the eventual renaissance of cities as modern day centres for social, civic and commercial life, the UK's cities have a long history of absorbing shocks and coming out stronger.

Yet the Covid-19 pandemic has claimed more than 125,000 lives across the UK, with cases and deaths closely correlated with areas of urban deprivation. The economy contracted by the most it has in 300 years, again with the effects concentrated in urban centres. To maintain social distancing and bring the virus under control we have transformed and curtailed our social and work lives, with city centres and meeting places avoided in favour of homes and local parks. Interventions on scales presumed unworkable just a few years ago were necessary to prevent mass unemployment, and while the extent of long term economic scarring is uncertain, what is clear is that the extraordinary disruption to urban life wreaked by the pandemic has once again brought our cities to an inflection point.

As the Key Cities and Core Cities reach this inflection point two futures feel possible: one of long-term scarring and a vicious cycle of decline; and another of inclusive renewal and reinvention catalysed by innovation and investment in inclusive growth. We have written this report to help cities and Government chart a course for the brighter of these futures.

This report presents new evidence-based research on the impact of Covid-19 on the Key Cities and Core Cities; a framework for developing practical ideas relevant to each city that will help with the recovery and renewal of urban centres; and recommendations for actions in cities and by Government as part of an Inclusive Renewal Deal.

Time and again cities have proved to be resilient to challenge. As political focus turns from managing the crisis towards renewal, cities are the UK's best bet for building back better and levelling up at scale. The purpose of this report is to offer cities a way of approaching the challenges and opportunities ahead.



Image: Albert Dock Liverpool festive lights

Diverse places with shared priorities

The 36 Key Cities and Core Cities share common characteristics but ultimately they are diverse places with distinct identities. In this report we generally present the Key Cities and Core Cities as a collective, although we also provide a range of case studies to illustrate what is happening on the ground across the Cities. The report is supported by an online evidence base which gives detailed insight into the impact of Covid-19 on each individual city. The online evidence base is intended as a tool to aid local decision making.

The different natures of the Cities is part of the reason why we propose a policy framework which can be applied to different places, rather than a single prescriptive 'plan' for all places to follow. When reading this report, and especially when considering how to apply the policy framework, it is helpful to have a conception of the different roles the Key Cities and Core Cities play.

The Cities can be categorised in a number of ways, but we think it makes most sense to consider them in relation to their core characteristics, as we set out below. Inevitably there are some overlaps between these.

- **Regional cities** – The Core Cities are all regional cities but so are some Key Cities. Regional cities tend to be financial, cultural and professional service hubs.
- **Manufacturing Cities** – A number of Key Cities are manufacturing cities, with a higher than average number of manufacturing jobs, such as Sunderland and Coventry.
- **Adjacent Metro Cities** – some cities are part of major metro areas that consist of several cities, Salford and Wolverhampton are good examples of this.
- **Port Cities** – A mixture of Key Cities and Core Cities are major ports, examples of which include Plymouth, Southampton, Sunderland, Liverpool, Newcastle and Hull..
- **New Cities** – several of the key cities are new cities, where a combination of economic forces and local government re-organisation have created newly emergent 21st Century cities, examples include Bournemouth, Christchurch and Poole (BCP), Medway and Southend on Sea.

But whilst these distinctions are important there is even more that cities have in common with each other. Some of their common characteristics include:

- **Scale** – they are mostly larger than other urban areas, with a more significant economy and larger population.
- **Economic impact** – they tend to generate jobs and economic activity for a wider area, including hosting large numbers of knowledge-intensive jobs, with people commuting into cities to work.
- **Cultural and civic centres** – Cities tend to have centres with major cultural assets and anchor institutions that attract people into the area.
- **Knowledge Centres** – Cities are knowledge intensive places, most of which have universities, and which are likely to be characterised by greater economic complexity than smaller urban areas.
- **Creative Centres** – Cities are centres of creativity and innovation.

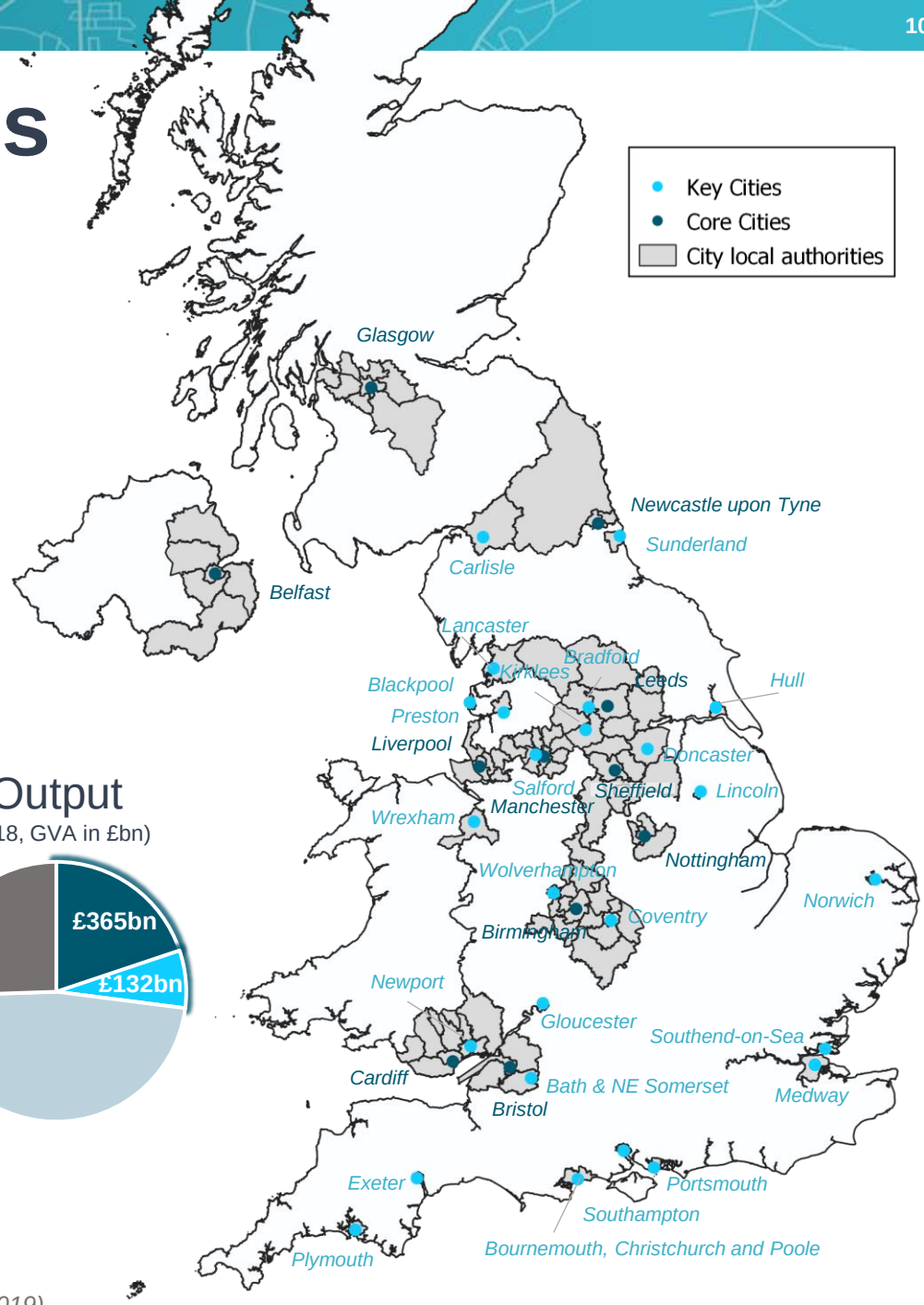
Image: Key Cities. Bradford City Park – the focal point for energy, events and pride in the UK's youngest city

The Key Cities and Core Cities together

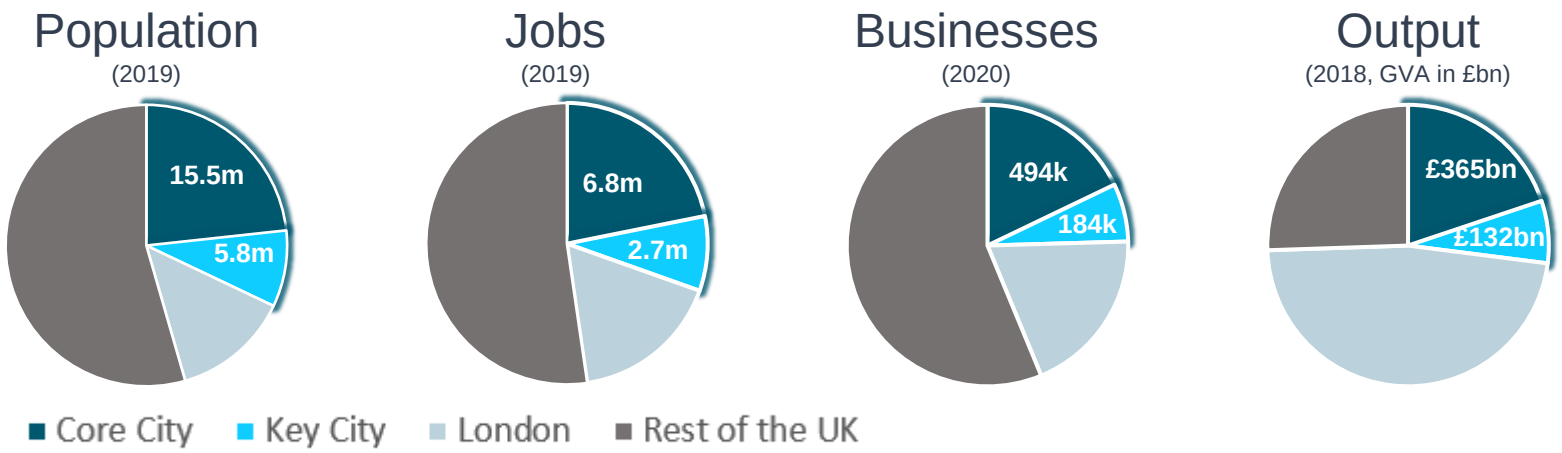
The 25 Key Cities and 11 Core Cities together represent **32% of the UK's population (21.3m), 30% of jobs (9.5m), 25% of businesses (678k) and 27% of output (£497bn).**

Compared to London, the Key Cities and Core Cities together contain nearly three times as many people and twice as many jobs, but output is one third smaller.

There are a number of possible definitions of the geographies of the Key Cities and Core Cities. For simplicity, this report defines the Key Cities according to their named local authority, and the Core Cities according to their Combined Authority definitions when they exist, and by city region definition elsewhere, as shown on the map to the right.



Together, the Key Cities and Core Cities represent…



Source: Metro Dynamics analysis of ONS Population Estimates (2019), UK Business Counts (2020) and BRES (2019)

City and nearby town economies are strongly inter-connected

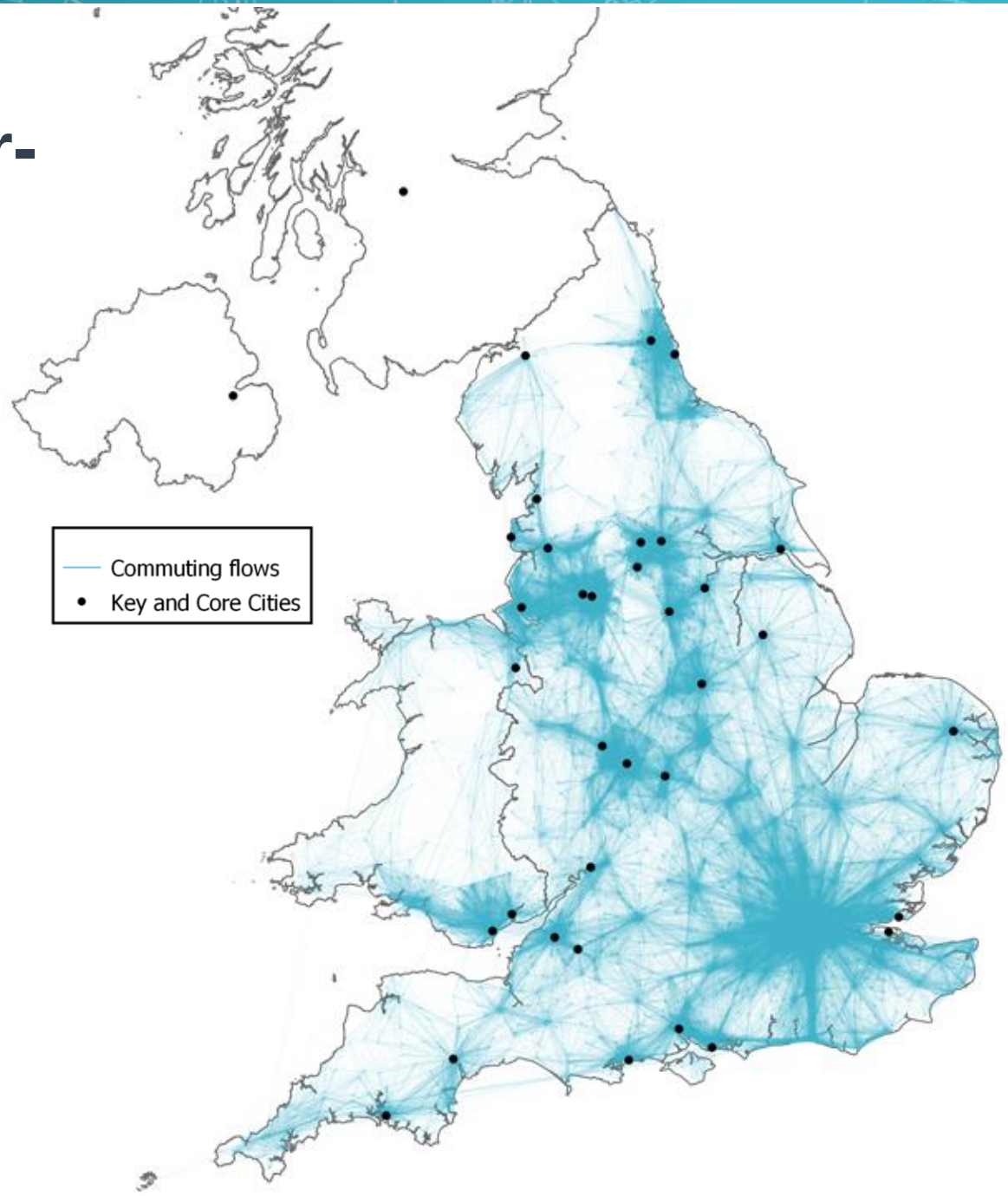
Cities are crucial to the towns and hinterland areas which surround them, acting as focal points for employment, business and civic life.

Cities provide jobs, particularly high-skilled ones, to residents in the towns and villages around them. Nationally, **18% of workers living in towns commute to cities** (nearly 800,000 people), and towns in hinterland areas around cities tend to have lower unemployment than those in more isolated locations.

This map shows commuting flows in England and Wales. Seven million people commute within and to Key Cities and Core cities, making up 32% of total inflows in Great Britain. These commuting flows are a good indicator of the effect cities have on the regions around them, with their influence frequently extending beyond city region limits and into surrounding areas.

We know that it is a good thing for towns to be near cities due to the high-skilled employment opportunities they provide. This is a benefit that works both ways, with City economies equally benefitting from the proximity of nearby towns. Barriers to achieving the full potential of this economic complementarity include under developed supply chain linkages, underinvested local transport connections, and under provision of skills linked to local demand. However, we also know that **towns in the hinterlands of cities are more likely to prosper if that city is itself productive and successful**: Centre for Cities analysis suggests that the more productive a city is, the lower the share of residents within nearby towns who are unemployed or in receipt of long-term benefits.

The implication of this is that **addressing the levelling up challenge in cities is a core part of helping towns and surrounding areas to level up too**.



Source: Centre for Cities: Talk of the Town (2018); Metro Dynamics analysis of 2011 census data

The shock: assessing the impact of Covid-19

Life in urban centres before the pandemic seems a distant memory, and indeed some aspects may remain that way, as Governments and cities respond to the imperative to not just bounce back to old ways but to build back better.

A crisis on this scale presents opportunities, not least for reflection on what wasn't working so well before 2020. The pandemic has exposed how much our cities, despite their recent resurgence, contained damaging levels of deprivation and inequality. Statisticians have amassed even more evidence that levelling up the UK must begin by targeting support at local areas of greatest need. But in the immediate term the Key Cities and Core Cities have a major challenge on their hands. The scale of transformation can be hard to comprehend; Covid-19 has been the biggest disruption to life in urban centres since the second world war.

The pandemic has both generated new effects and hugely accelerated existing trends. Some effects of the shock seem confirmed, such as that we have reached Peak Retail and perhaps Peak Office. But other effects will take longer to play out and may be hard to discern at first, such as the permanency of any reconfiguration of urban centre space.

We still do not know how the crisis will unfold, and the pandemic has tended to make a fool of any confident predictions for the future, but we do know that the opportunities for renewal in the Key Cities and Core Cities are at least as big as the challenges they face. As our city centres start to re-open, and the furlough scheme draws to a close, we will begin to see the full extent of the economic and social harm that has been left in its wake, but we will also see new opportunities. Renewal must have two complementary objectives: increased productivity and more inclusive growth. To give a sense of the size of the prize on offer: **if productivity in the Key Cities and Core Cities matched the UK average, the national economy would be £89.4bn larger. If deprivation levels in the Key Cities and Core Cities matched the UK average, 3.3 million fewer people would be living in deprived neighbourhoods.**[1]

This section of our report assesses how the Key Cities and Core Cities have been impacted by the Covid-19 shock. It covers:

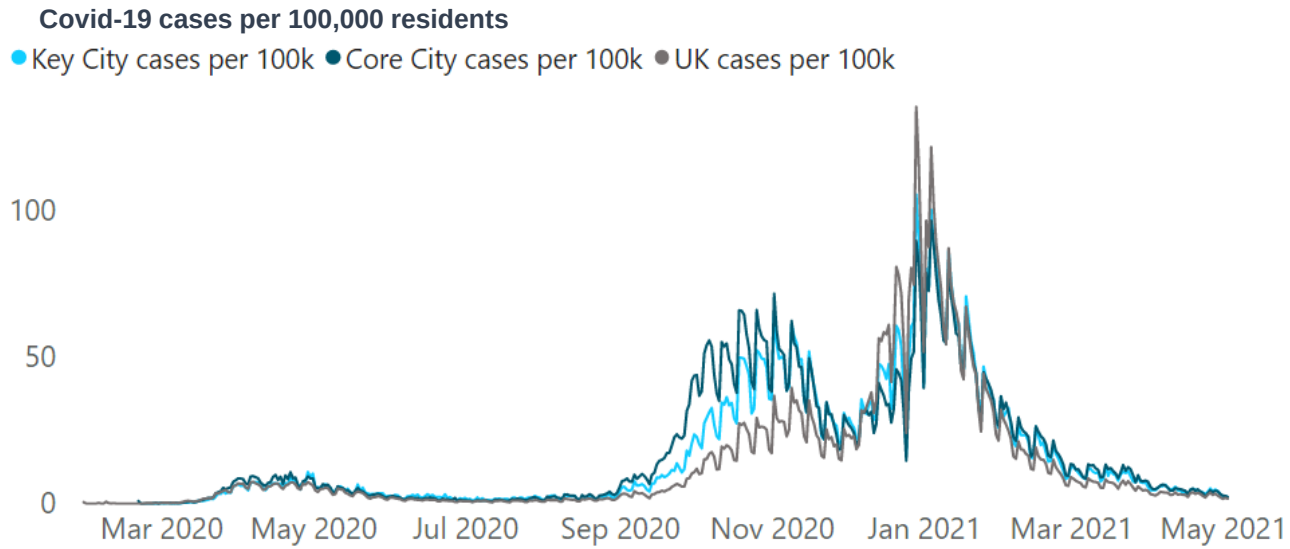
- **The health, labour market and economic impacts of the crisis**
- **How the spatial patterns of activity in cities are changing**
- **The effect of the crisis in exacerbating pre-existing inequalities and deprivation.**

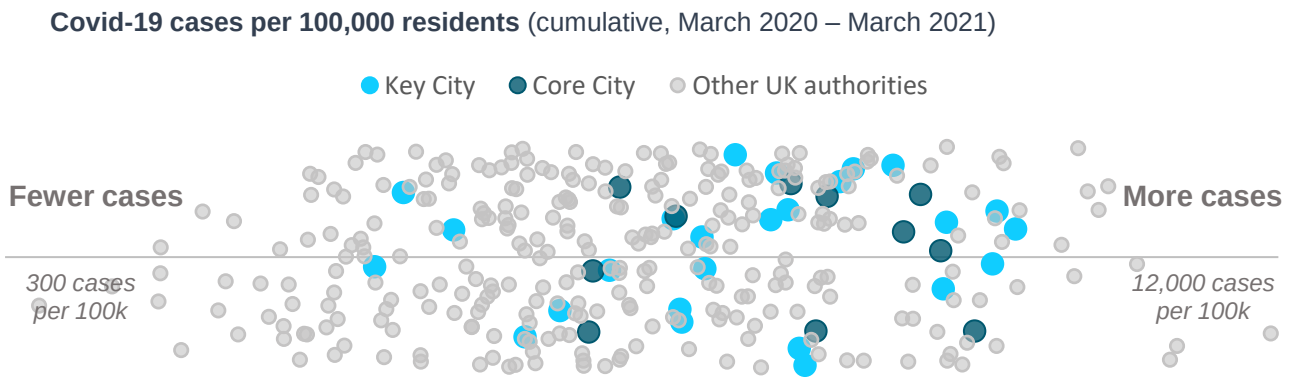
The Covid-19 crisis has evolved so quickly that information about its impacts is often out of date before it is even published. We have relied on the most up to date figures and sources available to assess the impact of the crisis. The information in this report is based on data collected from February – April 2020 and is current at the time of this report's publication.

[1] See Appendix: Notes on data for calculation method

Image: Key Cities. City of Wolverhampton skyline.

Urban places have been at the centre of the pandemic





The Cities are home to 32% of the UK's population, yet 37% of total Covid-19 cases: 1.6 million cases as of April 2021.

The top chart shows the progression of the virus across the Cities and UK since the first cases were recorded on UK soil in early 2020. The first wave of the pandemic was felt most keenly in Greater London. But, as the crisis evolved case numbers increased rapidly in the Key Cities and Core Cities, particularly as the second wave of the virus took off in September 2020. After peaking in January 2021, the virus began to abate throughout the UK as extended national lockdowns and the early success of the vaccination programme came into effect.

Cities have been especially affected by the pandemic. The bottom chart plots the cumulative cases per 100,000 residents in a district. We see that most of the Cities cluster towards the most severely affected end of the range; a space they share with other dense urban areas which have been severely impacted by the virus, including London boroughs.

The virus spreads most easily in crowded places where distance between people cannot be easily maintained and where ventilation is poor, hence why people in cities the world over have borne the brunt of the crisis. However, the health crisis is not an inevitable consequence of city density but rather of overcrowded housing, higher levels of deprivation and inequality. City residents on low incomes often have precarious and hazardous occupations which are more likely to lead to exposure to the virus, and are less able to afford to take leave from work to avoid sickness. As evidence later in this report makes clear, rates of cases and deaths are closely correlated with levels of deprivation in places.

Source: Metro Dynamics analysis Public Health England data by Alastair Grant, UEA, 2020.Government Coronavirus Dashboard

A fragile labour market recovery suggests structurally higher unemployment could endure

The progression of the virus and efforts to contain it have resulted in extraordinary disruptions to employment – particularly for those in low-wage, precarious jobs. Nationally, unemployment rose from 4% to 5% in the 12 months to March 2021, with 700,000 fewer people in employment across the UK than before the pandemic. These numbers would have been far higher were it not for the furlough scheme and other interventions.

Even before the pandemic the Key Cities and Core Cities had higher rates of Universal Credit claims than the national average.[1] But from March to May of 2020 the rate of new Universal Credit claimants spiked more acutely in the Key Cities and Core Cities than in the rest of the UK, and **by the beginning of 2021 one in ten people - 2.2 million people - across the Key Cities and Core Cities were in receipt of Universal Credit**, with the gap widening between claim rates in the Cities and the rest of the UK.

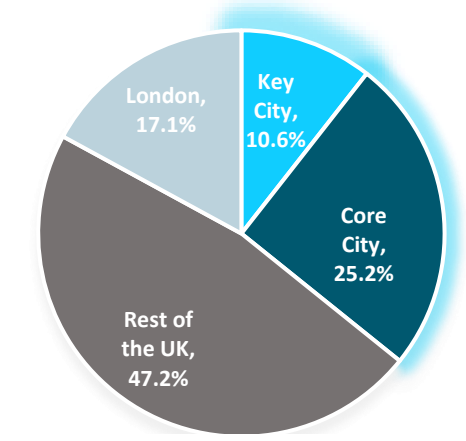
At the same time, online job postings declined throughout the UK in the first half of 2020 and have been recovering gradually since, but again the rate of recovery in the Cities has been slower than in the rest of the UK.

The pandemic's impact on labour markets was blunted by take up of the CJRS (Furlough) scheme. At the scheme's peak 30% of workers in the Key Cities and Core Cities were furloughed – 2.8 million workers. Furlough gradually tapered off over 2020, although in February 2021 14% of workers in the Cities were still furloughed, slightly below the national rate at 15%.

While the most acute phase of the crisis seems to have passed, a further rise in unemployment is likely and it is possible that structurally higher unemployment will endure in areas which are slower to recover.

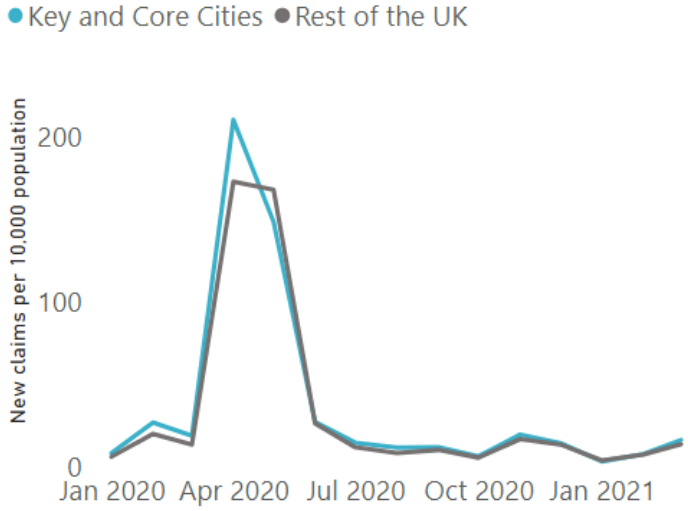
Source: Metro Dynamics analysis of DWP and Adzuna data.

Total Universal Credit claims (Jan 2021)

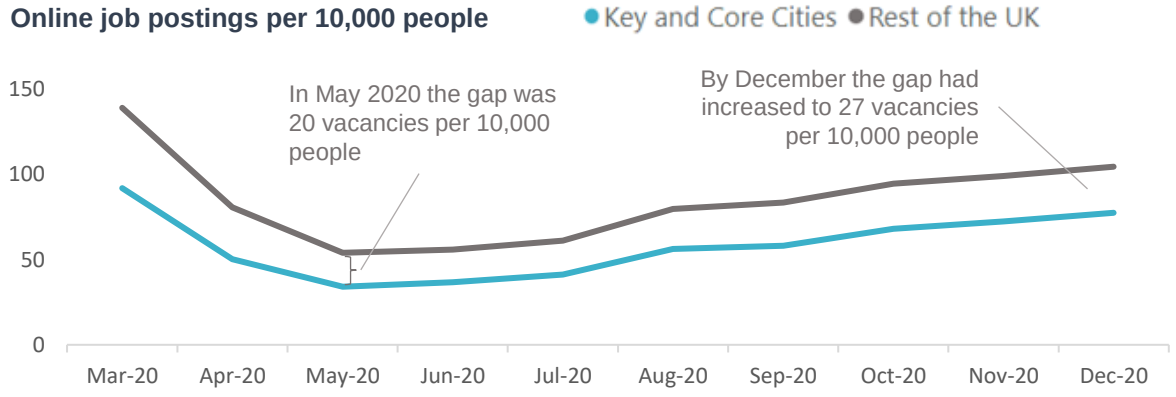


Six million total Universal Credit claims, 2.2 million in the Key Cities and Core Cities

New Universal Credit claims per 10,000 population

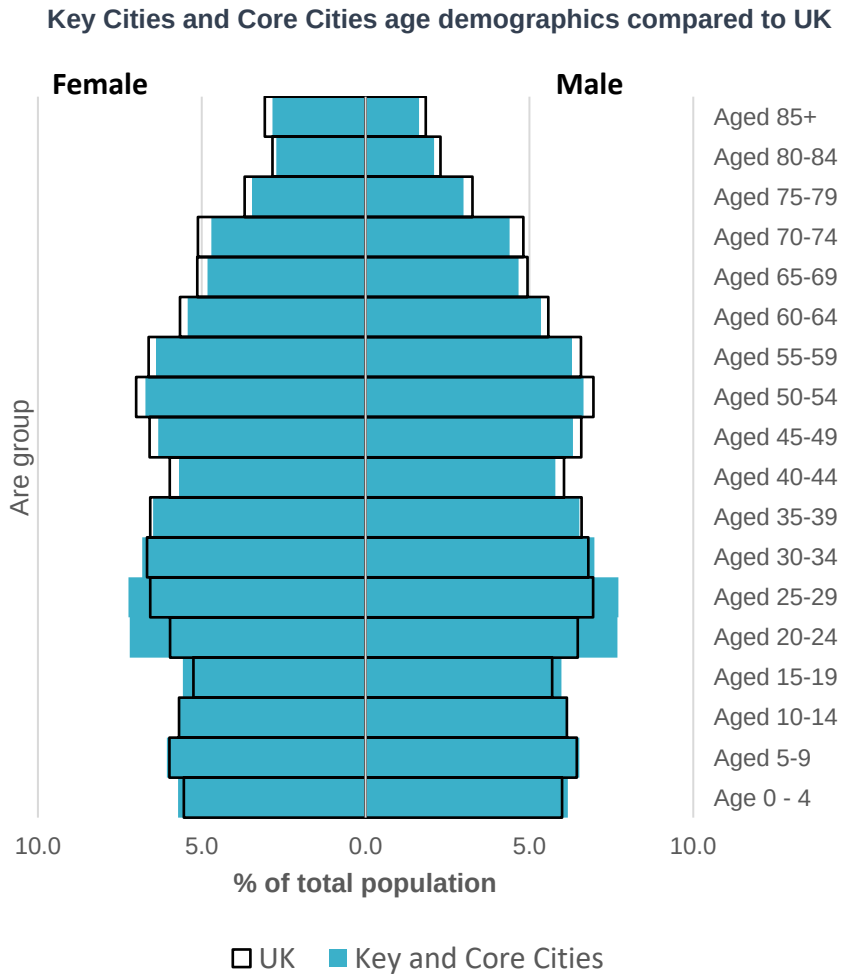


Online job postings per 10,000 people



[1] *Universal Credit claims are more a measure of financial hardship than unemployment*

Despite lower health risks the virus has been a major set back for cities' young populations



Source: House of Commons Analysis

The Key Cities and Core Cities have younger populations than the UK as a whole. Young people are attracted by and contribute to the diverse labour markets and vibrant cultures that make cities such powerful agents for growth. As a result, the sharp age inequalities exposed by Covid-19 are of special importance for policymaking across the Cities. While younger people have had fewer health risks, they have seen some of the more subjective impacts of lockdown – young people are more likely to have been forced to stay at home in shared rental accommodation, a sometimes-deeply uncomfortable situation for homeworking – and have also been at the sharp end of the labour market impacts.

Analysis from the IFS suggests that employees aged under 25 are about 2.5 times more likely to work in a sector subject to lockdowns. Meanwhile, the ONS reports that those under 25 account for up to two thirds of all job losses since the start of the pandemic. Graduates entering the job market during a deep recession can expect to see a permanent loss of lifetime earnings due to labour market scarring, and may also carry mental burdens of lost confidence and lowered aspirations.

The crisis appears likely to crystallise a fault line of intergenerational wealth differences between young people and older generations. Partly due to precarious labour market conditions and partly due to having less wealth to begin with, young people have had less opportunity to capitalise on the savings accumulations and property wealth increases that have taken place throughout the crisis. The Bank of England has found that while retirees have substantially increased savings through the crisis, low-income people have seen a net decrease due to economic hardship. Defying early predictions, house prices have surged by around 8% year on year during the crisis, thanks in part to government suspension of the Stamp Duty. Homeownership is increasingly concentrated among older generations; a trend sharper within cities and exemplified by London. The beneficiaries of the £950bn increase in household wealth over the last year overwhelmingly exclude the young.

Combined with blows to income and job creation, the risks in the Key Cities and Core Cities of an unequal recovery sharply divided along generational lines are clear.

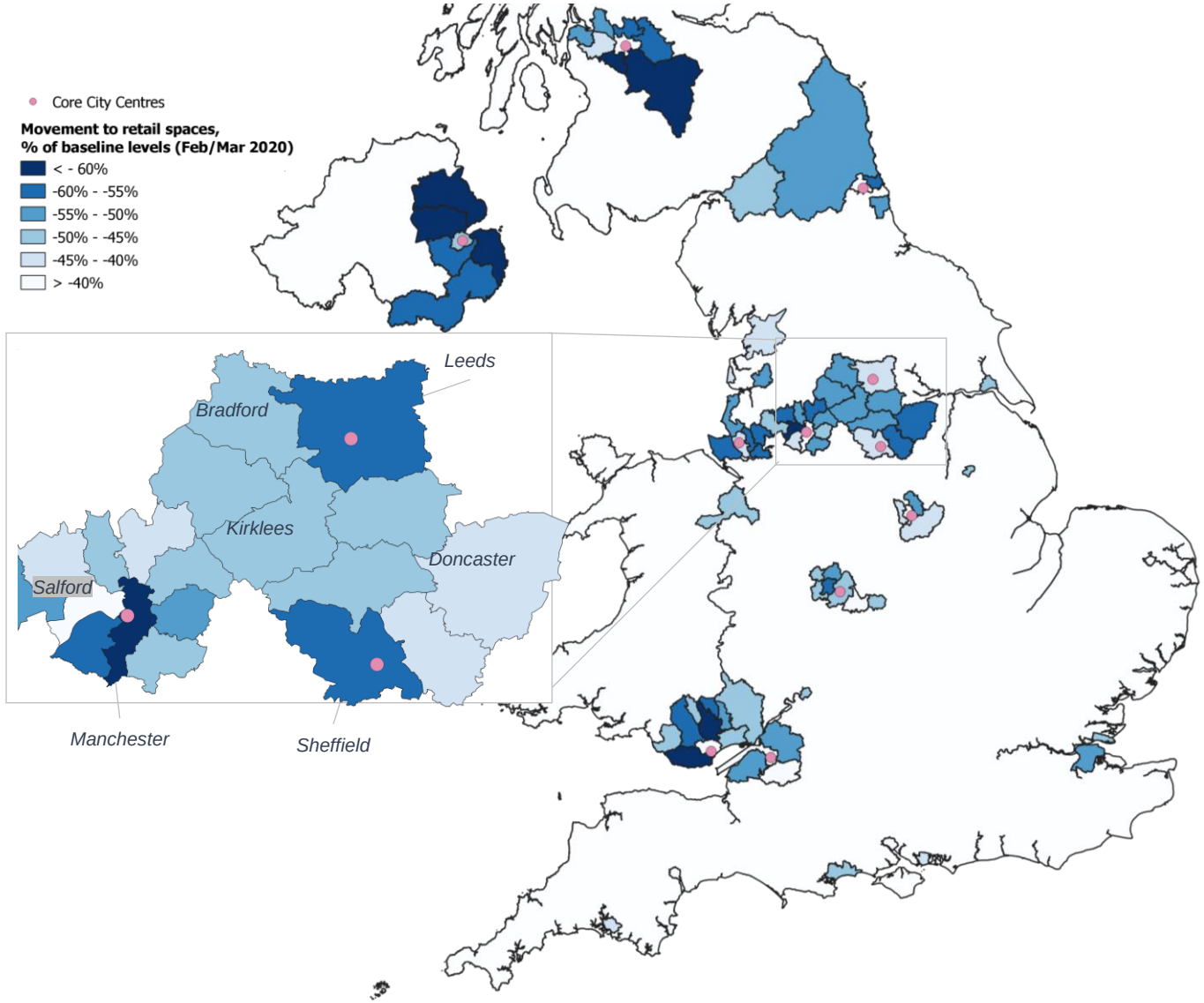
Large urban centres have been most affected and are slowest to recover

Empty city centres are a defining symbol of the pandemic's extraordinary disruption. For months workers and shoppers have stayed away from city centres, depriving retail businesses of vital footfall and forcing a rethink in the future of urban centres as retail destinations.

High street retail has been declining for a decade, besieged by changing consumer preferences for online channels and out-of-town shopping centres. The pandemic has accelerated the decline: the Centre for Retail Research estimates that nationally some 16,000 businesses were closed and 180,000 retail jobs were lost in 2020. Slow progress in containing the virus means workers and shoppers have been cautious in returning to urban centres and high streets, particularly in the larger Core Cities.

The map to the right shows movement to retail spaces in the week ending March 1st 2021 compared to levels recorded in February / March 2020 across Key Cities and Core Cities.

It shows that **movement for retail purposes remains significantly below pre-crisis levels in all areas, but especially in large city centres**, which are still experiencing lower levels of retail activity than the city region areas around them. This is particularly true for Newcastle, Nottingham, Glasgow, Bristol, Cardiff and Manchester, which have experienced a drop in movement to retail spaces of more than 60% compared to pre-Covid-19 levels, whilst their surrounding city regions have observed smaller declines.



Source: Metro Dynamics analysis of google community mobility data

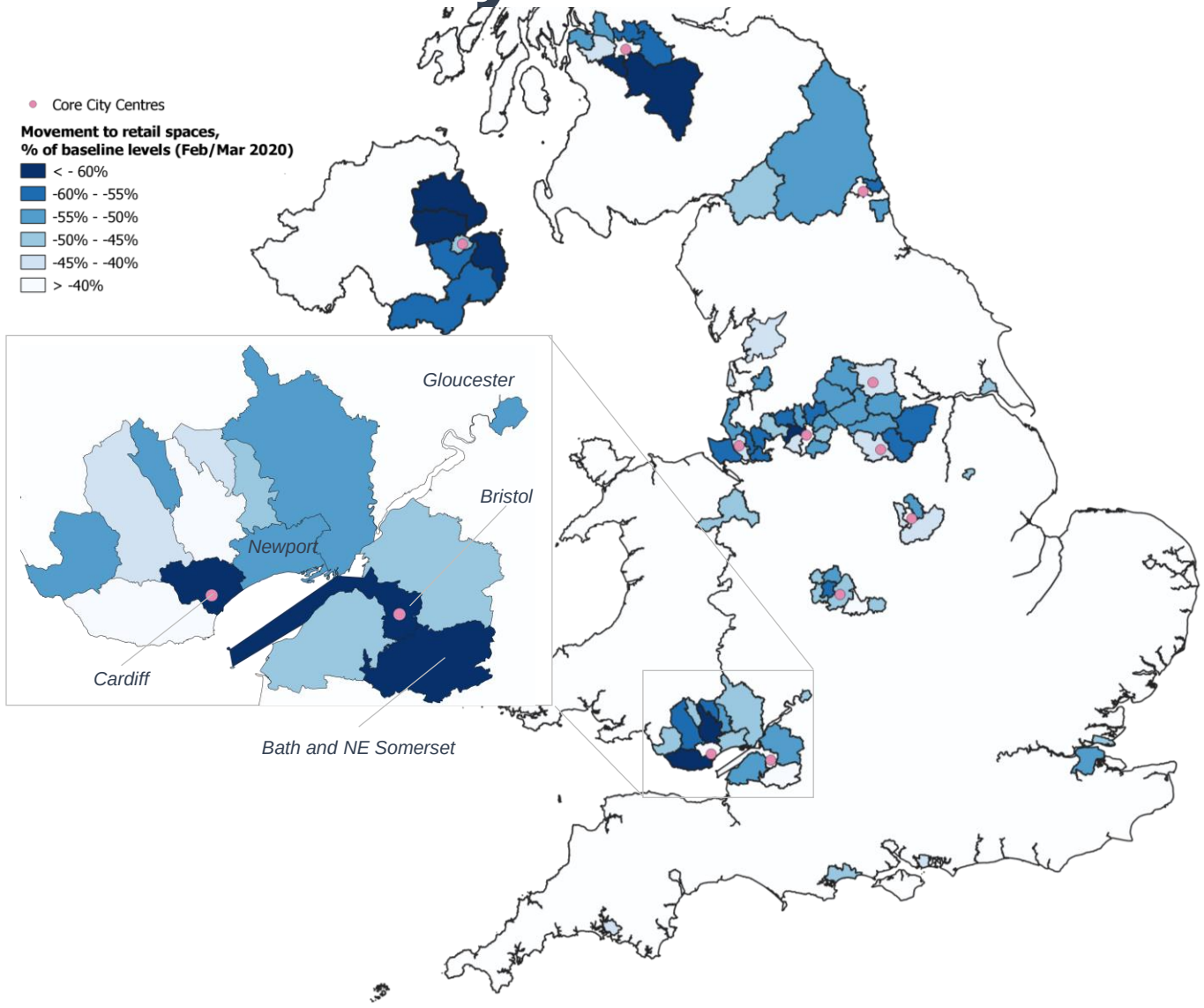
Smaller urban centres have typically seen smaller reductions in retail activity

Most smaller urban centres, including many of the Key Cities, experienced a smaller reduction in retail activity compared to pre-pandemic levels than the larger urban centres. However, experiences have not been uniform.

Some Key Cities which historically have leveraged their distinct cultural offerings to draw people into retail areas, such as Norwich and Bath and North East Somerset, have seen steep falls in retail activity in excess of 60% below pre-pandemic levels (as of March 2021). Key Cities which would typically attract shoppers from the non-urban areas around them, such as Exeter and Plymouth, have seen similar declines.

However, other Key Cities such as Gloucester and Newport (left inset) have seen retail activity decline less and recover more quickly, albeit to levels well-short of what existed prior to the pandemic. This is the case also for other Key Cities that exist within larger urban conurbations, including Salford, Bradford and Kirklees.

One factor contributing to this is that as commuting flows between cities have reduced, workers from these cities who would typically commute into large nearby centres for work (say from Newport to Cardiff) are instead staying local and increasing their consumption of local services.



Source: Metro Dynamics analysis of google community mobility data

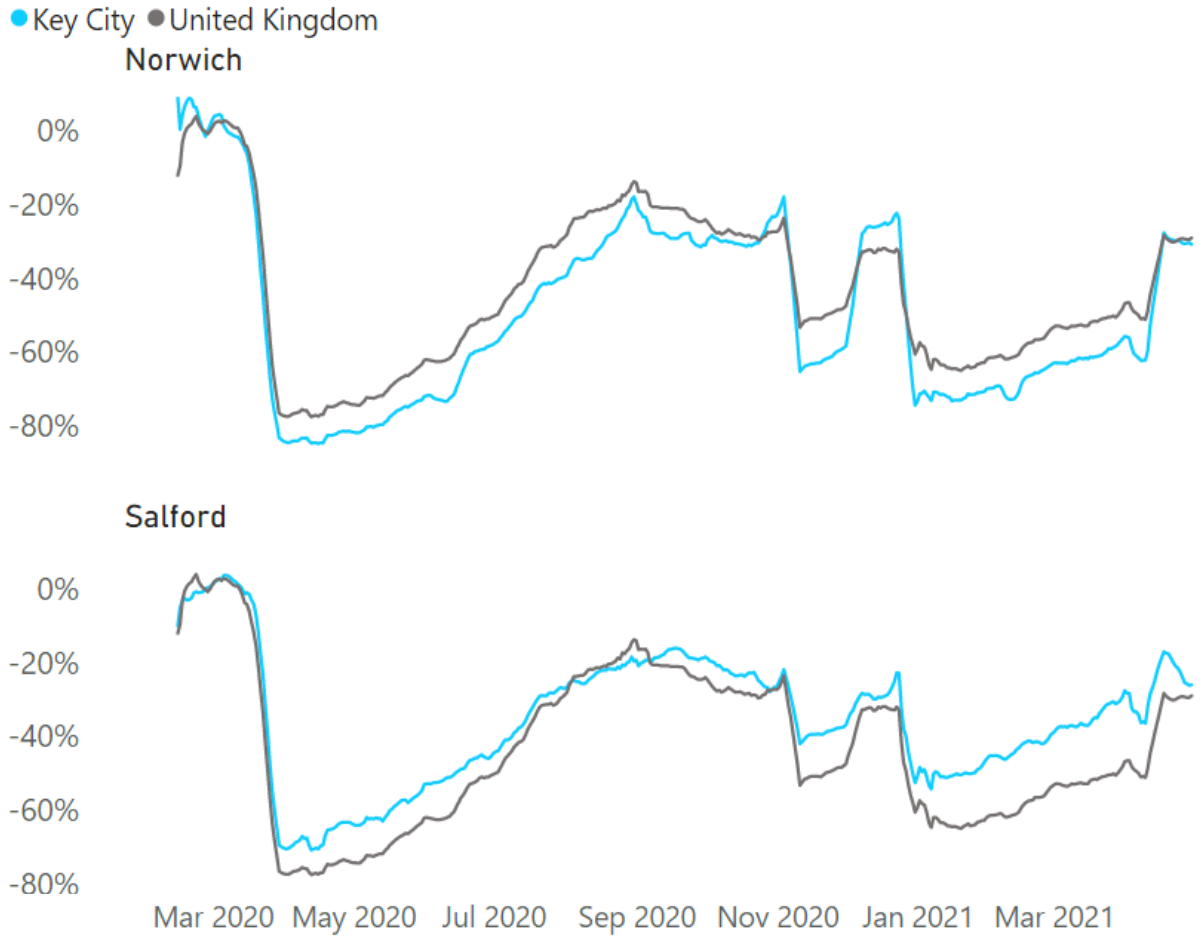
Different paths to city centre recovery: comparing experiences in Norwich and Salford

Comparing Norwich, which is a regional city, with Salford, a metropolitan city, illustrates how cities' characteristics have influenced their experience of the crisis. These charts show movement into retail spaces compared to baseline (Feb/Mar 2020) in the two Key Cities compared to the UK average.

Norwich is a regional economic centre that serves a wider hinterland population of one million. Over the first lockdown, movement into retail spaces declined precipitously, with a low of -85% compared to pre-crisis levels, and has largely remained below the UK average ever since. The rise of homeworking helps explain this shortfall. Norwich is a regional city with a large catchment of commuting workers who work in knowledge professions that could adapt to homeworking, and having now made the adaption, may not return to their city centre offices five days a week. In regional cities like Norwich where high street retail partly depends on office commuters, a key question is how to attract more local residents into the centre.

It is a different story in Salford. Footfall fell, but by less than the UK average and it has typically been quicker to recover after each period of restrictions. In part this is due to fewer jobs in Salford suiting homeworking, and lower inflows of office commuters than in Norwich. Nevertheless, high street retail in Salford will still bear deep scars from the pandemic. The challenge in metropolitan cities like Salford is similar to cities like Norwich: namely how to reimagine city centres to serve communities in new ways.

Key Cities and Core Cities age demographics compared to UK



Source: Metro Dynamics analysis of google community mobility data

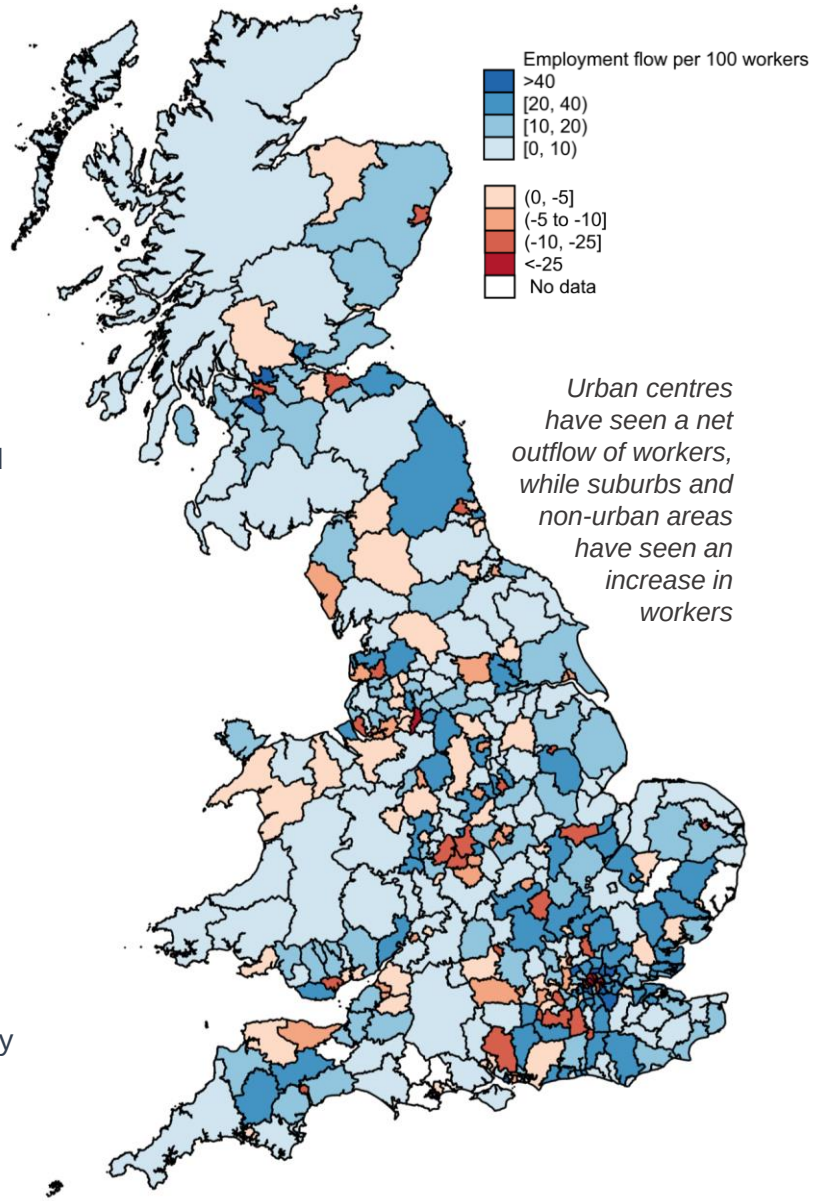
A permanent shift towards homeworking would have profound implications

The pandemic may be causing the geographic distribution of economic activity to shift from city centres to suburbs. Urban centres are 'hollowing out' as those workers who are able to work remotely (around three in ten UK workers) have swapped their office desk for their kitchen table. **As cities emerge from the pandemic a major uncertainty is the extent to which homeworking becomes a permanent feature of city living**, or whether urban centres will revert to something resembling life before the pandemic. At the time of writing, the most likely scenario is one of 'hybrid working' with office workers, perhaps working 2 days a week in a central office location.

This shift in economic activity across geographic space is referred to as the 'Zoomshock'. The Zoomshock, calculated as the difference between the inflow of workers in a neighbourhood due to homeworking and the outflow of workers due to homeworking, describes a pattern which is consistent throughout the UK: the relocation of work and workers from offices in high density urban areas to comparatively low density residential neighbourhoods; a shift made possible by digital infrastructure and the rapid reorganisation of office-based businesses to operate virtually.

The most significant implication of the Zoomshock may be what it means for the 'locally consumed service' businesses that exist in city centres and which, until now, have predominantly served local office workers: cafes and bars, gyms, barbers, theatres and the like. By their nature these businesses *only* serve local consumers, and the exodus of workers from city centres has deprived them of key clientele.

The Zoomshock has affected different neighbourhoods in different ways: while office-dense city centres have experienced declines in output and employment as office workers stay home, the residential areas that workers now spend more time in are seeing an increase in productive activities. This is good for locally consumed businesses located in these suburbs – the most obvious evidence of this being long queues outside businesses in residential areas while those in city centres remain closed. However, while the Zoomshock may be good news for those relatively affluent suburbs that hold a higher share of professional workers working at home, it is likely to exacerbate inequalities with other neighbourhoods that don't have such a high share of professional office workers.



Source: Metro Dynamics analysis of De Fraja, Matheson, and Rockey (2021). Labour market and population data from ONS.

Most of the Key City and Core City urban centres have seen net outflows of workers

The table to the right presents the inflows, outflows and net flows of workers from the urban centres of the Key Cities and Core Cities, based on estimates of the effect of the Zoomshock on each place. For the Core Cities this analysis defines the 'urban centre' as the named local authority for that city.

Across Core Cities in England and Wales there were outflows of 968,000 and inflows of 739,000, equating to a net outflow of 229,000 workers. All of the Core Cities experienced large outflows of workers: an estimated 56,000 in Manchester alone. This is because the Core Cities contain high densities of office-based workers capable of homeworking.

Across Key Cities there were outflows of 885,000 and inflows of 841,000, equating to a net outflow of 44,000 workers. Most Key Cities saw fairly small net outflows of workers, with some, notably Kirklees and Medway, actually seeing an increase of workers remaining local, as workers stopped commuting to London (for Medway) and Leeds (for Kirklees).



Image: Medway, Medway Council

Flows of workers in the Cities Key City Core City

Cities	Outflow	Inflow	Net Inflow
Manchester	-134,458	77,501	-56,957
Birmingham	-184,051	146,348	-37,703
Leeds	-164,792	134,350	-30,442
Nottingham	-65,161	39,387	-25,774
Newcastle	-66,407	42,002	-24,405
Cardiff	-80,864	62,937	-17,927
Liverpool	-82,777	66,763	-16,014
Bristol	-97,527	83,361	-14,166
Norwich	-35,818	21,927	-13,891
Exeter	-32,215	20,522	-11,693
Preston	-33,187	21,756	-11,431
Coventry	-56,048	46,560	-9,488
Kingston upon Hull	-37,650	29,871	-7,779
Sheffield	-92,288	86,038	-6,249
Salford	-43,252	37,762	-5,490
Lincoln	-18,504	13,301	-5,203
Portsmouth	-36,471	33,220	-3,252
Wolverhampton	-35,051	32,443	-2,608
Southampton	-40,905	38,358	-2,547
Newport	-24,518	22,126	-2,392
Gloucester	-23,194	21,014	-2,179
Plymouth	-38,768	36,935	-1,833
Bath and North East Somerset	-34,998	33,552	-1,446
Sunderland	-39,371	38,215	-1,156
Carlisle	-15,914	15,906	-8
Blackpool	-19,012	19,175	163
Bournemouth, Christchurch and Poole	-65,939	66,457	519
Bradford	-72,633	73,365	733
Wrexham	-17,285	19,342	2,057
Lancaster	-18,801	20,974	2,174
Doncaster	-36,054	39,192	3,138
Southend-on-Sea	-25,155	31,015	5,859
Medway	-31,040	42,206	11,166
Kirklees	-53,461	66,395	12,934

Source: Metro Dynamics analysis of De Fraja, Matheson, and Rockey (2021). Labour market and population data from ONS.

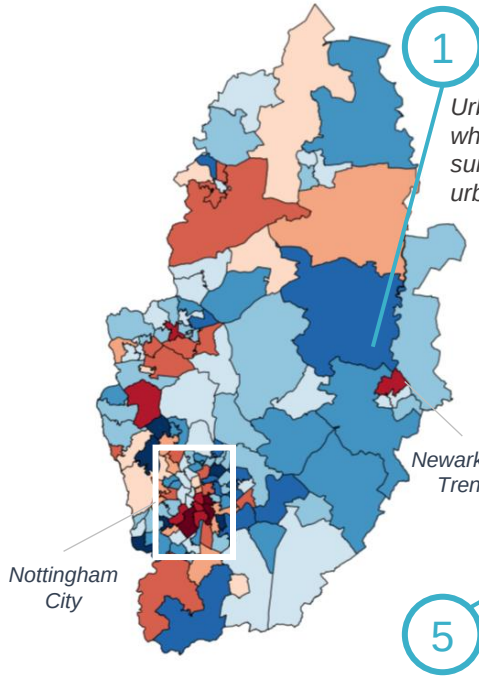
Changing city centres: a case study of the Zoomshock in Nottingham

Research on Zoomshock, looking at the effect of working from home on local economic activity and mobility, illustrates the changes that have taken place in city centres across the country. Here we show the example of Nottingham and Nottinghamshire.

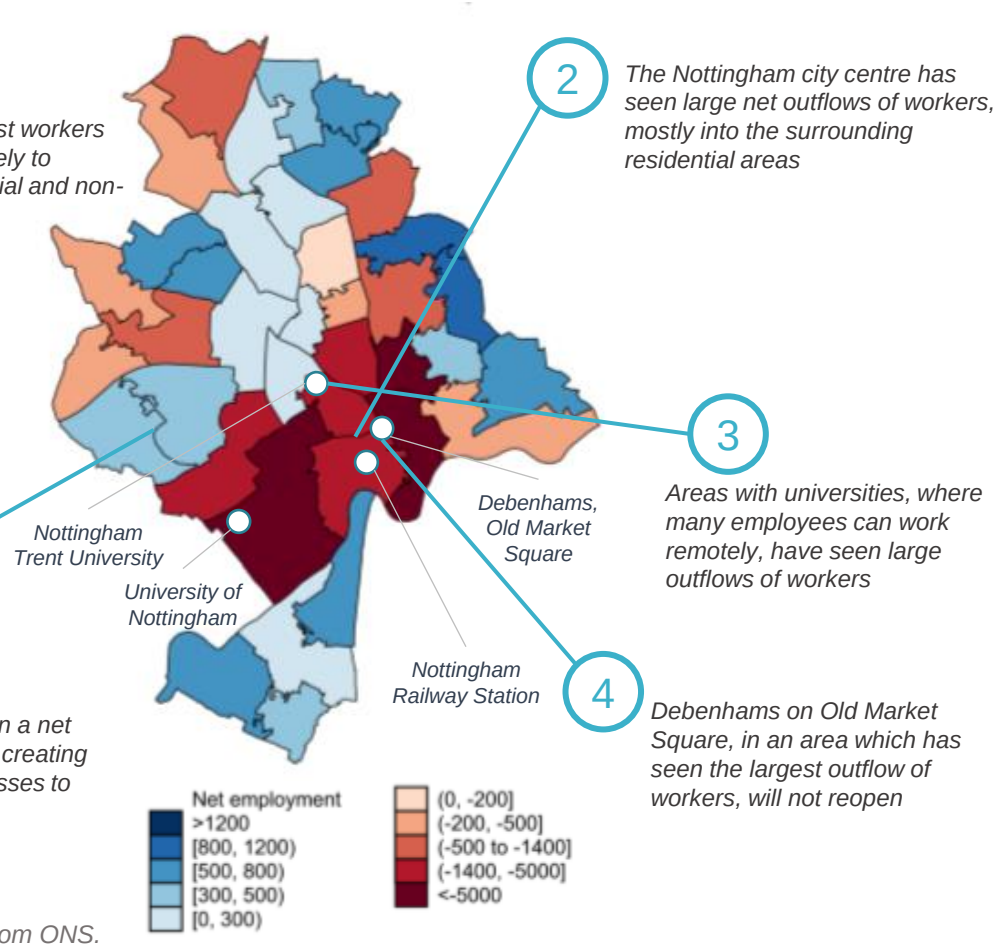
Nottingham has seen pronounced inflows and outflows of workers resulting in a large net outflow of 26,000 workers from the city into other parts of Nottinghamshire - particularly into more residential areas as city workers have worked from home.

In Nottingham as in the rest of the UK, **residents and workers in more deprived areas are less able to work from home**. In Nottingham 37% of people have jobs they are able to do from home, but in the most deprived quartile of neighbourhoods just 28% of residents can work from home, while 44% of residents in the least deprived quartile of neighbourhoods are able to work from home.

Zoomshock in Nottinghamshire



Zoomshock in Nottingham City



Source: Metro Dynamics analysis of De Fraja, Matheson, and Rockey (2021). Labour market and population data from ONS.

The crisis has disproportionately affected more deprived neighbourhoods

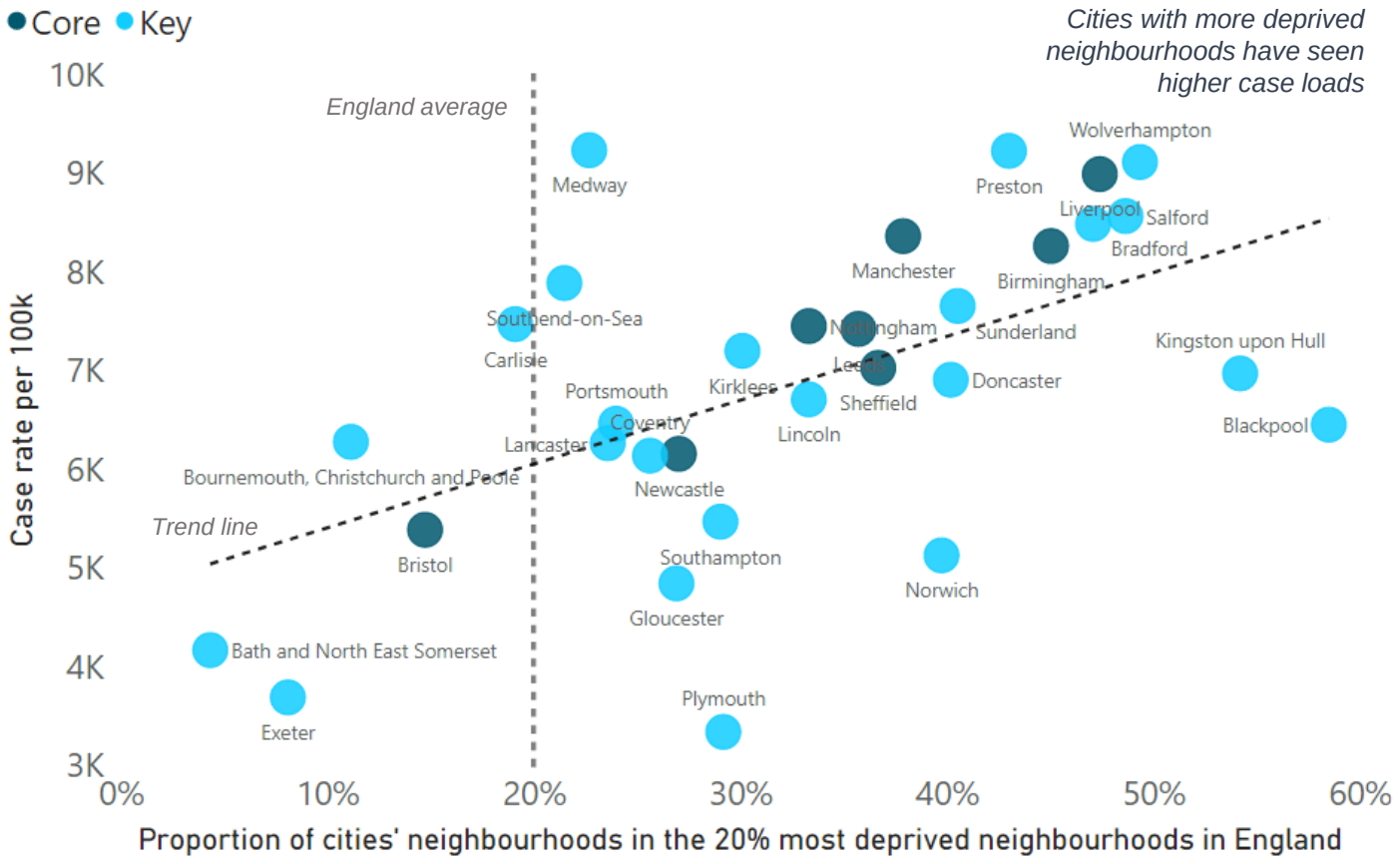
Compared to the rest of England, the Key Cities and Core Cities contain more deprived neighbourhoods as a proportion of their total neighbourhoods. One in three Key City and Core City neighbourhoods are in the bottom fifth of England's most deprived neighbourhoods, compared to one in five neighbourhoods nationally.

In the Key Cities and Core Cities 7.6 million people live in neighbourhoods which are in the 20% most deprived neighbourhoods, out of a total of 13.4 million people living in these neighbourhoods. This means more than half of people in the most deprived neighbourhoods live in the Key Cities and Core Cities. Of course, the Cities also contain some of the least-deprived neighbourhoods, but these numbers indicate the sheer scale of the levelling up challenge which exists in the Cities – a challenge the pandemic has substantially exacerbated.

As this chart shows, there is a close correlation between pre-existing deprivation in places and the case load of Covid-19 in the population. The causes of this correlation are still being understood but crowded accommodation, co-morbidities and precarious working conditions that make it harder for people to self-isolate are among the likely factors.

This information only tells part of the story, however. To fully grasp the relationship between pre-existing deprivation and more severe Covid-19 outcomes it helps to view a single place in detail, as we show next for the cities of Birmingham, Wolverhampton and Coventry within the West Midlands.

Correlation between deprivation and Covid-19 cases (to March 2021)

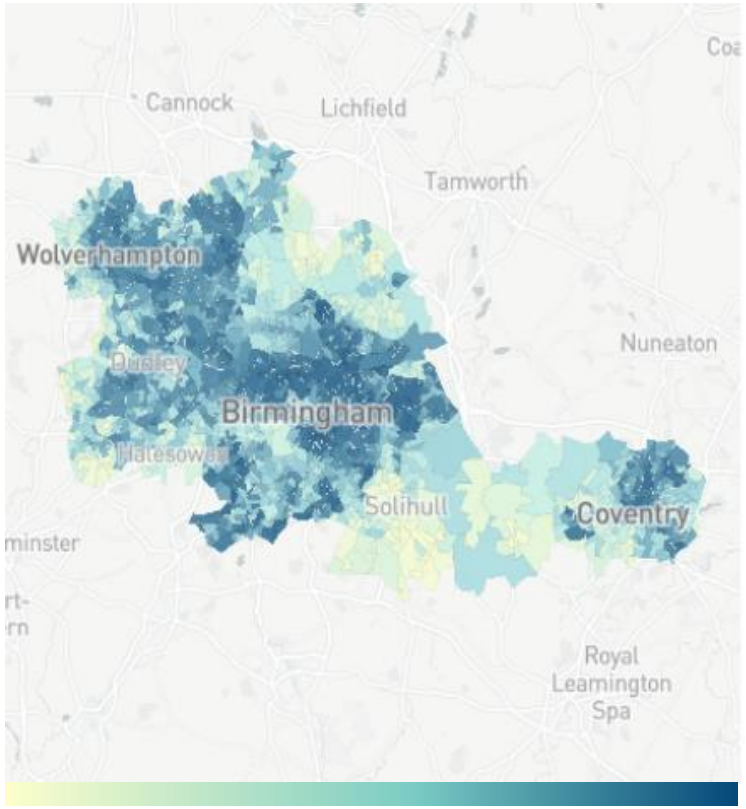


Source: Metro Dynamics analysis of English Index of Multiple Deprivation (IMD) (2019), Public Health England data by Alastair Grant, UEA, 2020.Government Coronavirus Dashboard

Helping the places hardest hit by the crisis requires understanding impacts at a local level

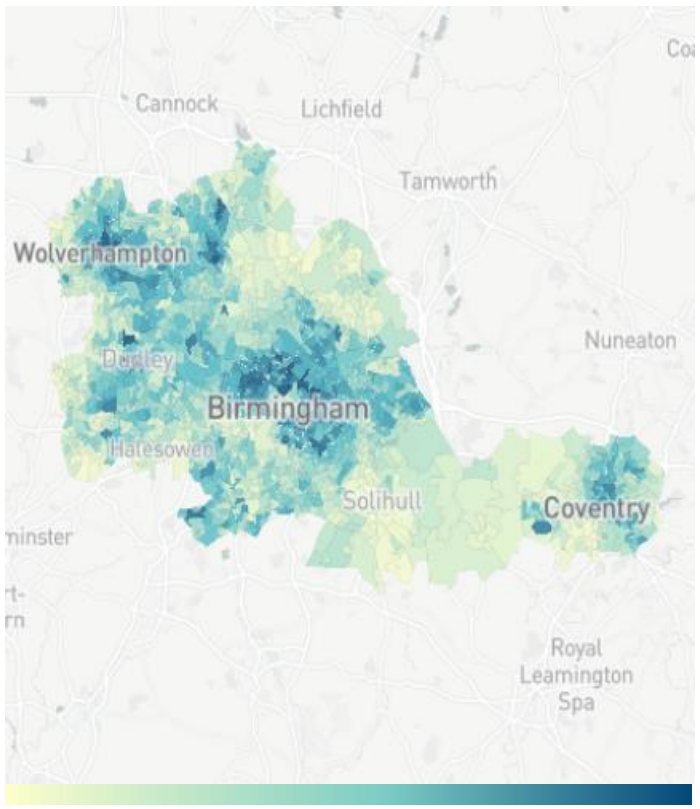
Across cities and nationally, the severity of Covid-19's impact on places and communities is closely correlated with pre-existing levels of deprivation in neighbourhoods, as these three maps of the West Midlands Combined Authority region show. In this sense Covid-19 has exacerbated pre-existing inequalities and added to the levelling up challenge within cities.

Deprivation in West Midlands Combined Authority (2019)



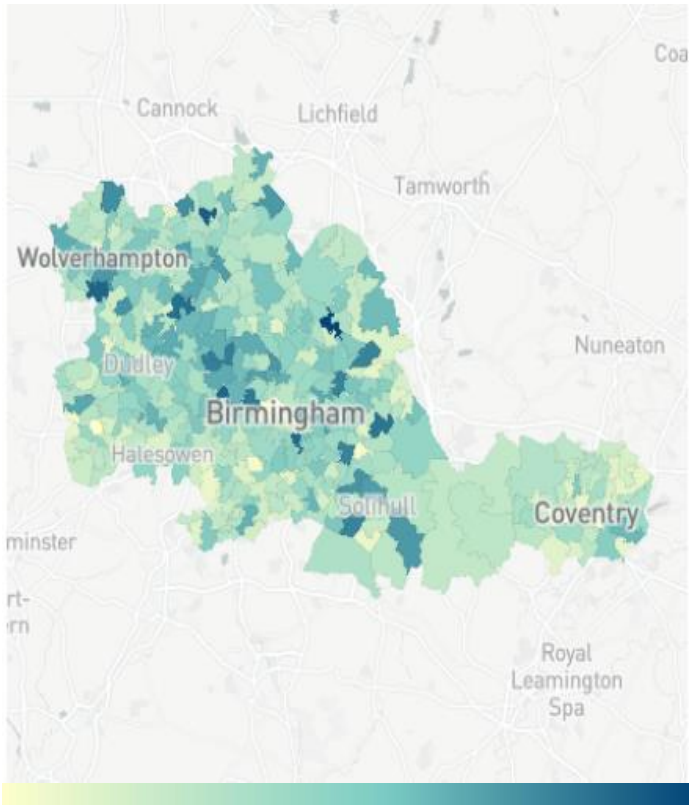
Low deprivation — *High deprivation*

Universal Credit claims in WMCA (Mar 2021)



Low concentration — *High concentration*

Covid-19 deaths in WMCA (March 2020 – March 2021)



Low concentration — *High concentration*

Source: Metro Dynamics analysis of English Index of Multiple Deprivation (IMD) (2019), ONS (2021) Deaths due to Covid-19 by local area and DWP data.

Rebuilding resilience in dense urban communities; East Asia after SARS

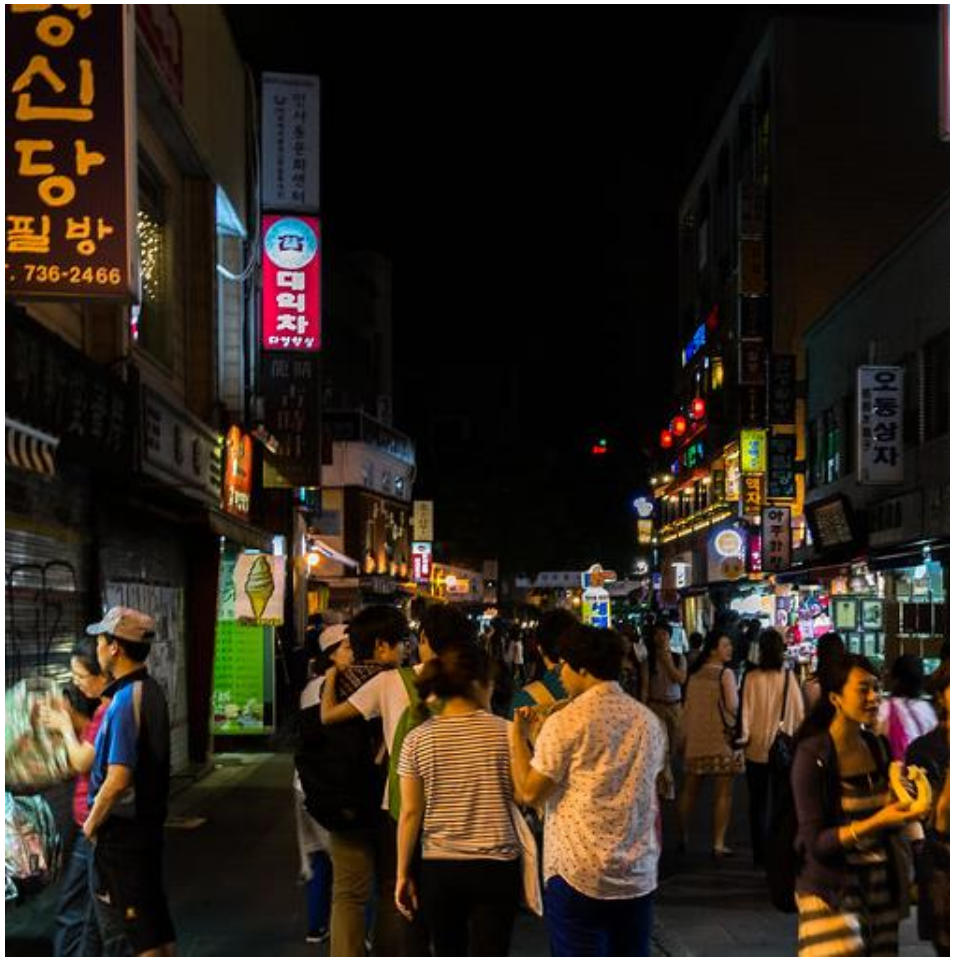


Photo Credit: Creative Commons, Deconvertini. Seoul, 2020

Future heath resilience depends in part on addressing overcrowding, a factor highlighted by the experience of the heavily urbanised East Asian nations. Following the 2002-2003 SARS crisis, East Asian countries like Taiwan and South Korea overhauled their pandemic preparedness, establishing new crisis governance structures that worked across government silos rather than vertically, and health data sharing. After SARS, the Taiwanese government assigned responsibilities for pandemic control to 134 local medical institutes and equipped them to carry out quarantines and local health support. This local designation meant that responsibility for medical action was clear, and local medical institutes shared constant dialogue with regional government. So far, Covid-19 has caused only nine deaths in Taiwan.

Meanwhile they maintained support for dense urban living, and in the Covid-19 crisis, generally fared well despite their dense and internationally integrated major cities. This is because density is not a risk factor for pathogenic spread; overcrowding, the number of residents to each bedroom, is the dominant factor. Sprawling but overcrowded metros like Los Angeles, hard hit by sustained waves of Covid-19, attest to the importance of addressing overcrowding for future urban resilience.

In Singapore, an initially successful Covid-19 containment operation in the dense city-state saw authorities nearly lose control of the pandemic as disease ripped through overcrowded migrant worker accommodation. The outbreak wasn't contained until new rules addressing overcrowding were brought in; correctly recognising overcrowding as a serious danger to public health.

Towards post-pandemic renewal

Urban centres have experienced the worst of the crisis, but they can also be at the forefront of recovery and renewal. Across the UK, the Centre for Cities estimates that cities are responsible for 62% of output and 58% of output, and contain 80% of the levelling up challenge.[1] Looking beyond the immediate impacts of Covid-19 we see that cities have a pivotal role to play in addressing the major challenges facing the UK: levelling up deprived places, achieving net zero, increasing national economic productivity and developing enhanced models of governance and devolution. Although temporarily overshadowed by the pandemic, the role of cities in responding to these challenges is as important as ever; now they must do so in a world the pandemic has transformed.

Cities now face two questions:

Where will future prosperity come from?

How should cites grow in a way which tackles the inequalities highlighted and exacerbated by Covid-19?

Leaders in each Key City and Core City will have different answers to these questions, though innovation and inclusive growth are priorities for all. Recognising the differences between places, this report offers a policy framework that each city can apply to their specific circumstances to answer these questions. That framework is laid out later in this report. Here, we offer some insight into how cities can make use of their advantages to increase innovation, reimagine city centres, lead the transition to net zero and address widening deprivation.

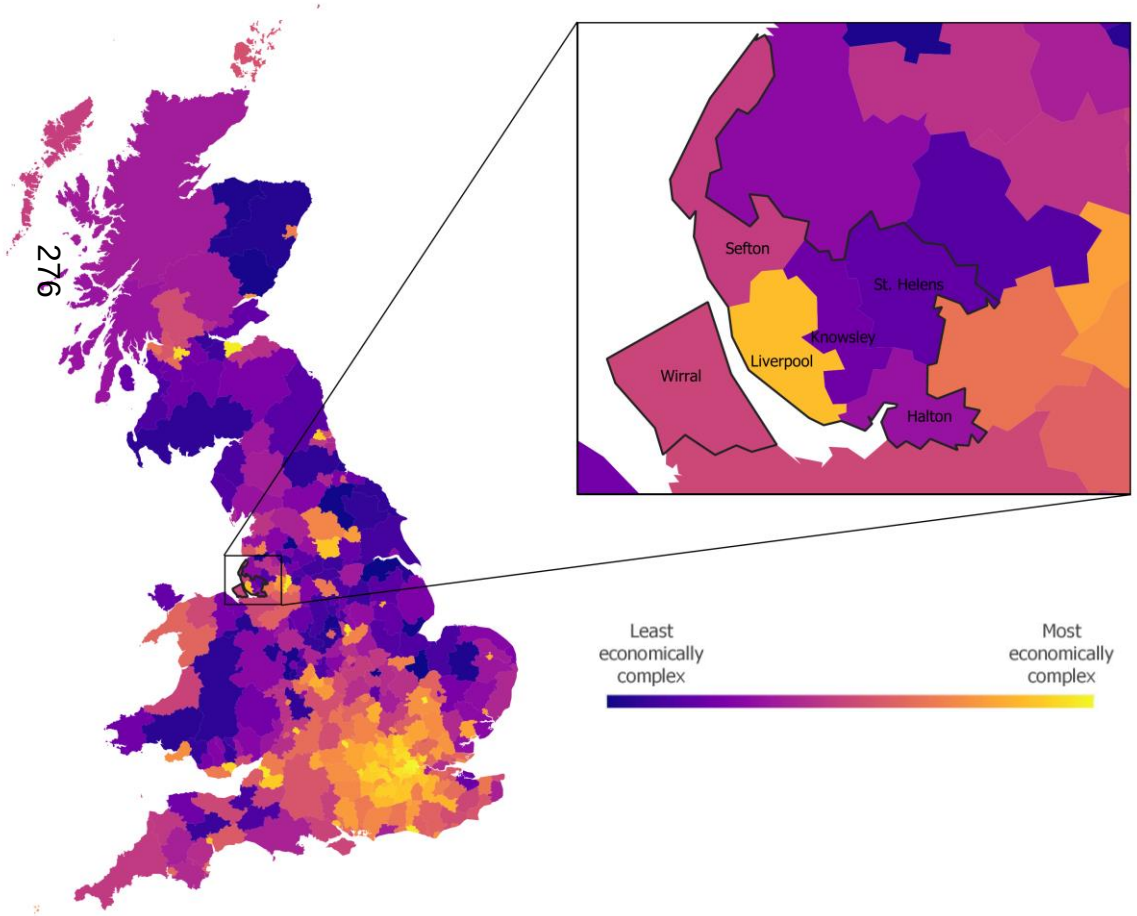
[1] *The Centre for Cities definition used here includes London and other cities outside of the Key Cities and Core Cities groups*



Image: Riverside Sunderland. St Mary's Stage, Sunderland

City centres can be focal points for innovation and complex economic activity

Economic Complexity of districts in Great Britain



Source: Metro Dynamics' Economic Complexity Index

Increasing innovation in the Key Cities and Core Cities must be a central component of any plan to increase economic prosperity. Knowledge is central to economic development. With greater knowledge a place can be more productive and can create more things of higher value. In modern economies this knowledge is too complex for any one individual or business to possess. Instead, a complex web of relationships and networks between businesses grows to enable the population to store a greater level of knowledge, thereby becoming a more complex economy. Cities are ideal vehicles for this process of knowledge creation and networking; indeed, cities' ability to connect people and ideas in ever larger clusters is one of their most important functions.

The economic complexity index (ECI) is a measure used to rank the industrial complexity of a place, based on the sectoral strengths of that place and their levels of complexity (for instance, financial services are more complex than raw materials extraction). The higher the score on the ECI, the more complex a place's economy is and the greater its potential for high-value output and productivity gains, and therefore higher GVA per head. We have carried out this analysis at the local authority level to determine complexity across cities.

The centres of Core Cities rank high in economic complexity - 8 out of 10 Core City regions (with available data) have city centres in the top 10% most economically complex places in the UK.

There is greater variance in economic complexity across Key Cities – Norwich scores the highest in economic complexity across key cities, ranking 42nd (out of 371 authorities) compared to the lowest in Kirklees ranking 338th.

The wider Core City regions are less complex – None of the surrounding areas around a Core City centre (that are part of the city region) are within the top 10% most complex of places. This is exemplified by Liverpool on the left hand map, where complex economic activities are concentrated in the centre. Core City centres have a role in diffusing knowledge accumulation across their wider regions.

The Key Cities and Core Cities have significant potential to increase innovation

The Key Cities and Core cities have the potential to be at the forefront of innovation in the UK, and indeed they already contain some of the necessary ingredients:

- **Physical assets** – High Ultra fast fibre broadband levels of 65% across Key Cities and Core Cities compared to 52.2% Great Britain average.
- **Economic assets** – 75 higher education institutions and 158 business accelerators (42% of the total).
- **Network assets –** 3 of 5 Innovation Districts are in Key Cities and Core Cities.

However, despite these assets, innovative activity in most of the Key Cities and Core Cities remains subdued at levels below the national average, exemplified by lower proportions of employment in jobs in innovative fields compared to the national proportion of 5% (top chart). Further, in the five years before the pandemic most Cities saw their proportion of employment in innovative fields grow more slowly than the national average – and in nearly half the cities the proportion of these jobs actually declined.

The end result of subdued innovation is slow growth in Gross Value Added per head, a common measure of economic productivity (bottom chart). GVA per head in the Key Cities and Core Cities has consistently trailed the UK average, with the gap gradually widening over time. GVA per head in Key City and Core City regions is £22,600 and £23,600 respectively, compared to the UK average of £27,500. **If GVA per head in Key Cities and Core Cities was equivalent to the national average it would add an additional £89.4bn to the economy.**[1]

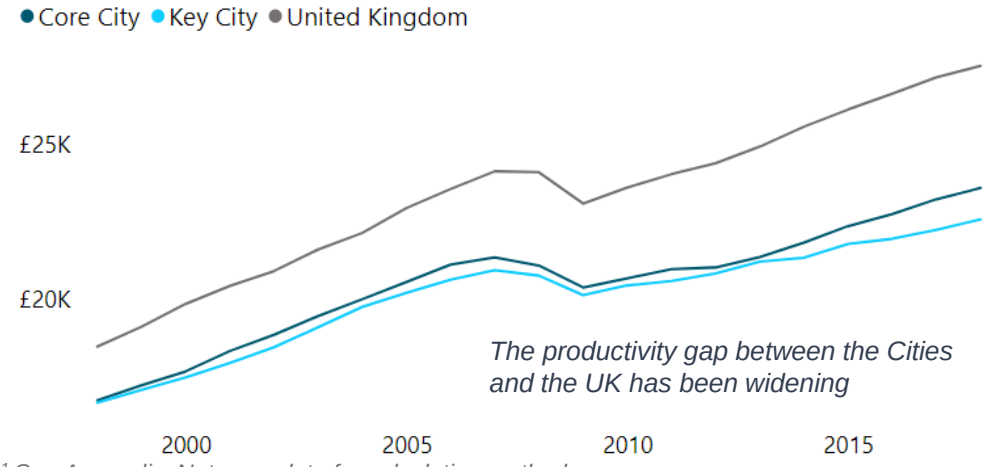
What can the Cities do to reverse this trend? Though there are no simple fixes, part of the solution is taking action to support developing clusters of businesses in promising sectors.

Source: Metro Dynamics analysis of ONS Regional (Balanced) GVA and BRES.

Jobs in innovative fields (2019) and 5 year growth rates

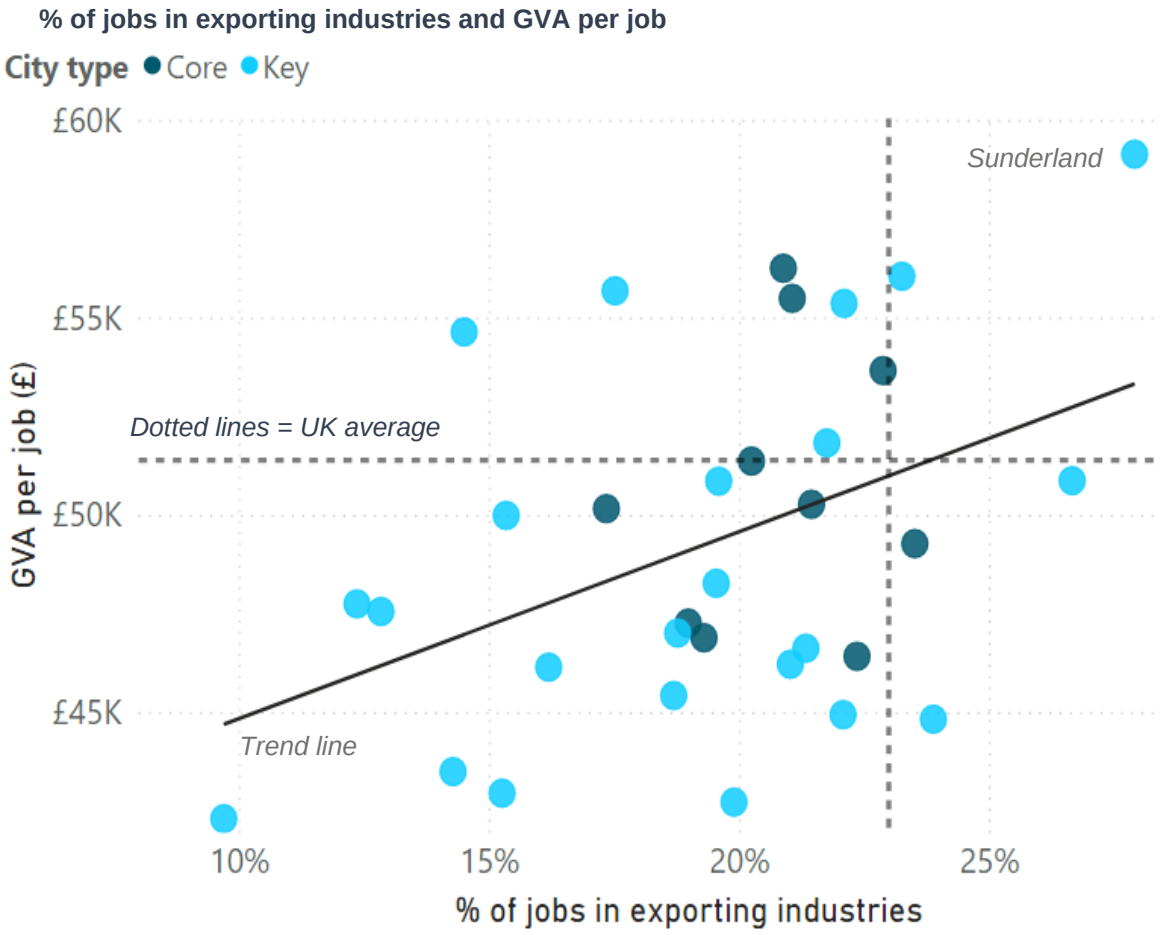


GVA per head (£), 1998 – 2018



[1] *See Appendix: Notes on data for calculation method*

Increasing employment in exporting businesses will help close the productivity gap



Source: Metro Dynamics analysis of ONS Regional (Balanced) GVA and BRES; Centre for Cities 2018.

The chart on the left shows the positive correlation between the proportion of jobs in a city in exporting businesses, and the GVA per job in that city. Exporting industries are those in which businesses are able to sell beyond their local markets, such as manufacturing, financial services and information technology. Businesses in these industries tend to be more productive than those which supply locally consumed services (such as cafes and gardeners), owing to their superior ability to absorb new innovations, access economies of scale and reach larger markets. Centre for Cities research establishes that in trying to increase productivity, cities should focus on attracting and supporting these exporting businesses, rather than directing efforts at the 'long-tail' of low productive businesses that are often assumed responsible for sluggish productivity growth.

Most of the Cities contain fewer exporting jobs, and are less productive, than the national average. So how should cities spur growth in exporting industries, and thereby in productivity? The city which most exceeds the national average on both these counts, Sunderland, suggests a way.

Sunderland has the highest productivity of all the Cities at £59,138 GVA per job and the highest proportion of jobs in exporting industries (27.9% of total jobs in Sunderland). This is no accident. Sunderland is home to a cluster of large, productive advanced manufacturing businesses, including the largest Nissan factory in Europe. Not everywhere can have a major car manufacturer, but through interventions to support place-based clusters of exporting businesses such as innovation districts and even joined up innovation corridors (such as the corridor linking Newcastle and Blyth, connecting submarine engineering expertise in Newcastle, wind turbine production in Dogger Bank, and the BritishVolt lithium battery Gigafactory in Blyth), Cities *are* able to leverage their comparative advantages to develop innovation clusters in diverse fields from advanced manufacturing to life sciences.

Building an innovation ecosystem at Newcastle's Helix

With a determined focus on innovation, Newcastle aims to revive its economic performance by transforming one of its former industrial sites into a centre of collaborative, cross sector activity. The Newcastle Helix, built on the site of the former Tyne Brewery located by St James's Park football stadium at the edge of the city centre, is a new innovation district in the heart of Newcastle, designed to transform the district into a science and research hub.

Developed by a partnership of the city council, Newcastle University and Legal & General, Helix's purpose is to bring together multiple disciplines in one district of the city, allowing researchers and businesses to collaborate informally and subsequently commercialise ideas. Businesses are provided with lab space and research infrastructure, giving small businesses access to high-end facilities where they can develop new ideas and test their business models. The project is one of the largest urban regeneration schemes of its kind in the UK which will eventually create more than 4,000 jobs, 500,000 sq. ft of office and research space, and 450 new homes.

Helix is a deliberate attempt to use the strengths of Newcastle and the surrounding region's public sector to push innovation that benefits economic growth but also delivers civic benefit. The North East is home to the UK's largest research active public health system, providing a research base from which entrepreneurs and small businesses can build new commercial enterprises. The site also houses the Lumen, the largest city centre office building with private sector funding to be constructed in the last decade, three national innovation centres, offices, lecturing facilities for the university, and residential buildings, all based in large and green public squares.



Image: The National Innovation Centre, Newcastle Helix

High streets and city centres must adapt to suit new purposes

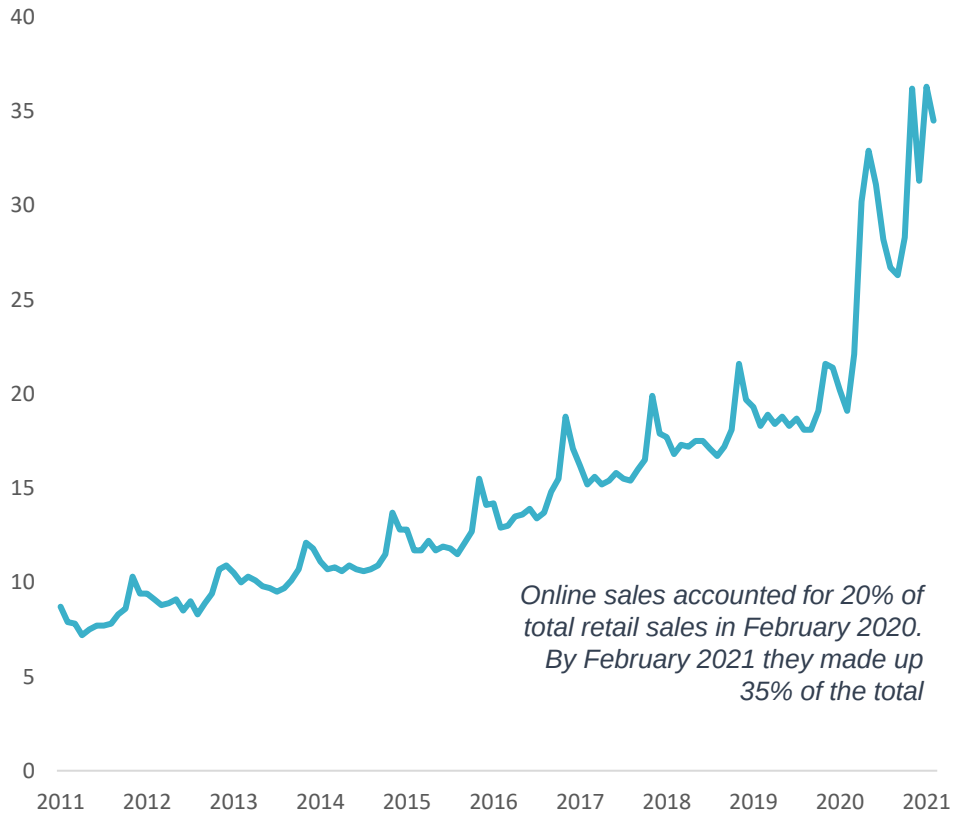
The penetration of online retail into consumer habits is set to be a permanent feature of the post-pandemic economy and urban centres and high streets must adapt. Although the shift presents opportunities to redesign urban centres to suit new purposes, in the near term there are significant challenges to face. KPMG estimates that high streets could lose between 20% - 40% of their retail offerings to online retail, placing 30% - 40% of retail jobs on high streets at risk. In some cities that could affect up to 5% of the local labour force.

Of particular concern for larger urban centres is the loss of flagship stores, particularly Debenhams, John Lewis and the Arcadia Group, which act as anchor tenants in urban centres, attracting local trade and footfall and accounting for thousands of retail jobs. Even as city centres bounce back in 2021 with the return of vaccinated workers and shoppers, these empty assets will serve as a reminder of the scars high streets carry from the pandemic.

But the impacts vary greatly across and within cities, based on the function of local high streets. Areas with more convenience shopping, experiential services, food outlets and essential services in amenable public spaces – particularly those located in suburban areas where workers have spent more time - have generally done much better than city centres. This offers a clue for how city centres may adapt in future, to be remodelled as centres of experience, community life, and specialised retail not just places of mass consumption.

The pandemic presents opportunities to catalyse city liveability by exploring different uses of city centre space: the reduction in commuter footfall and likely consequent fall in commercial property values could make new uses of city space possible and open up opportunities to reshape city centres.

Internet sales as a proportion of total retail sales, UK (%)



Source: Metro Dynamics analysis of ONS Retail Sales Index time series

New uses for high streets: Cultural resilience in Southampton

Southampton is establishing itself as a major cultural city, having invested £58m in its city centre Cultural Quarter and with broad and dynamic support for a bid to become UK City of Culture in 2025. During the Covid-19 crisis, the city acted to maintain this cultural momentum, delivering Southampton's Mayflower 400 cultural programme with a mix of socially distanced performances and installations, online premiers of new artworks and exhibitions, which formed part of a city-wide and 2020 high street reopening - maintaining the city as a centre of community life and cultural experience.

Throughout the crisis, the Southampton Business Improvement District worked with the local authority, artists, cultural, academic and business partners to activate creative projects in the public realm. BENCH involved the transformation of 16 benches on the pedestrianised high street by local artists; busking gave musicians a high street stage and income when venues were closed; artists delivered major on-street and bollard painting to aid the recovery of hospitality and leisure businesses by creating a 'go-to' outdoor dining destination; a 14-metre long mural celebrates Southampton's residents, environment and history at Westquay Shopping Centre; and bespoke artist-designed vinyls feature in empty shop windows.

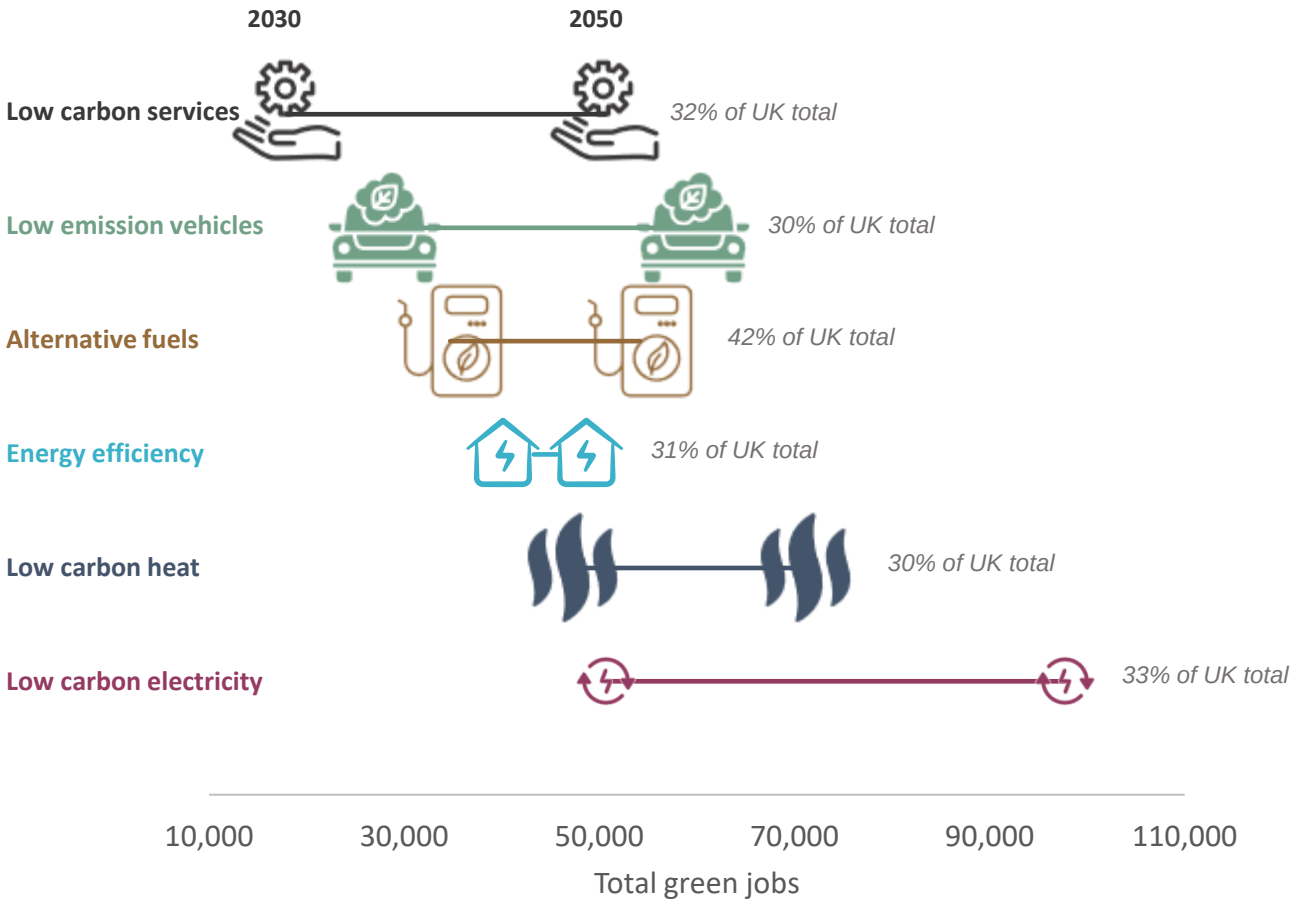
The city intends to build on this success during the recovery process and has integrated culture as a key part of its local economic recovery strategy.



Photo: Southampton. Katie Latch (KLC Studios)

There are enormous opportunities for the Cities in the UK's transition to net zero

Forecast employment in low carbon sectors in 2030 and 2050 for the Key Cities and Core Cities



Source: Metro Dynamics analysis of LGA Green Jobs data.

By 2030 the Local Government Association estimates the Key Cities and Core Cities will be home to at least 220,000 jobs in the low carbon economy, and by 2050 that figure could rise to 380,000. **The opportunities and benefits to cities of leading the UK's transition to net zero are enormous**: in cleaner air, healthier people, new industries, redesigned urban spaces and transport networks, and lower insurance premiums.

The transition will require significant investment. PwC estimates that for the UK to meet its net zero target, an estimated £40bn of investment per year is required over the next decade in low carbon and digital infrastructure. Cities will have a major role to play in envisioning greener futures, designing solutions and galvanising private sector investment.

The Key Cities and Core Cities are committed to the transition to a low carbon economy, with both groups declaring a climate emergency. Core Cities have called upon government to establish an emergency task force partnership and help develop a radical new UK Climate Strategy. The Core Cities are also seeking to use an event at COP26, in Glasgow, as an opportunity to foster longer term international collaboration and dialogue between cities, nations, their relevant institutions and representative networks, stimulating a debate, sharing practice and capacity long beyond COP26.

Shaping cleaner and safer walkable cities in Barcelona, Pontevedra and Manchester

One way to tackle urban environmental challenges is to reduce the role played by cars in city centres. In Barcelona, innovative attempts to tackle air and noise pollution have culminated in the Superblock programme. In a Superblock, nine city blocks are grouped together, and through traffic is rerouted around the periphery, with parking underground for residents and street levels raised so that all modes of mobility have equal access to space. During the pandemic, Mayor Ada Colau announced an investment of €38m to convert a large portion of the central Eixample district into a "Super-Superblock", covering 21 new green streets. Ultimately, the city aims to free up 70% of its current road space for active travel.

In the city of Pontevedra in the Spanish region of Galicia, a long-term pedestrianisation drive has delivered substantial environmental and demographic benefits. Cars and on street parking are banned in the city centre, ringed by a series of free underground parking. Traffic deaths have fallen to zero since 2009, while CO2 emissions have dropped by 70%. With the urban risk of traffic accidents reduced, the city is seen as an attractive destination for families, with town's population of children increasing by 8% since the start of pedestrianisation in 2000.

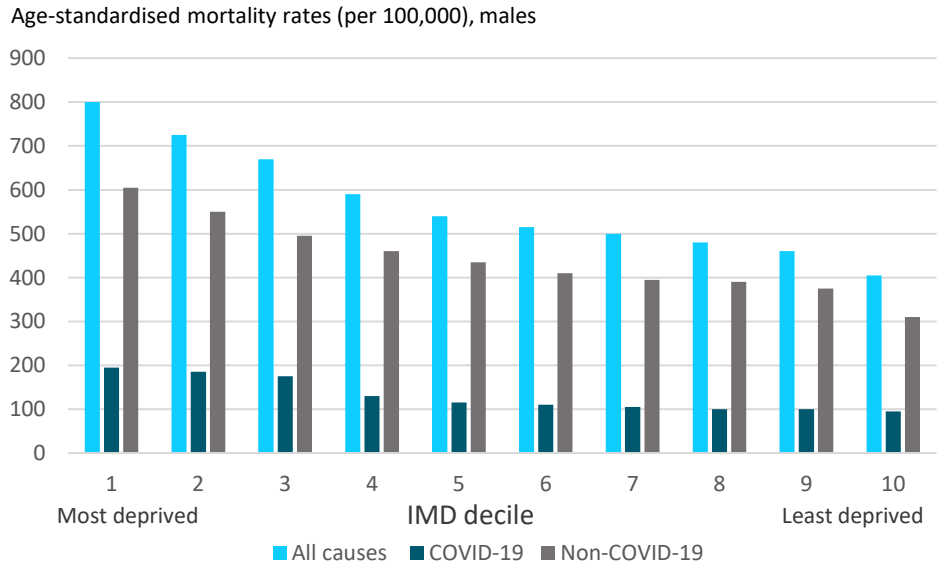
Meanwhile in the UK, cities have taken advantage of lockdown to reshape city centres and strengthen mixed-use quarters. In Manchester, the City Council pedestrianised sections of the Northern Quarter and Deansgate, two popular mixed use city centre neighbourhoods. The City Council now plans to invest £2.6m into active travel infrastructure, in a permanently pedestrianised Northern Quarter.



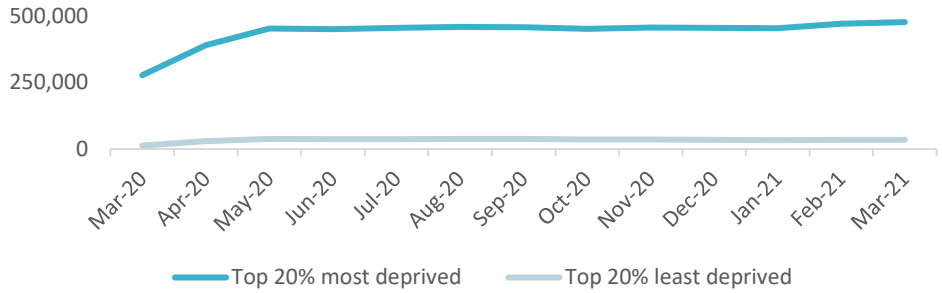
Photo: Ancoats, Manchester. James Gilmour 2020

Widening deprivation must be reversed if places are to level up

Covid-19 mortality rate by IMD decile, *Institute for Fiscal Studies*



Claimant count across Key Cities and Core Cities by deprivation group



Source: Institute for Fiscal Studies; Metro Dynamics analysis of ONS Claimant Count

The pandemic has widened the pre-existing inequalities between places and people in the UK. We have seen that **more deprived places have borne the brunt of the crisis**, both in terms of the impacts on health and work.

The link between health and deprivation is well-established. There is a ten year gulf in life expectancy between the most and least deprived places in the UK. The pandemic has provided a grim reminder of these disparities and has widened the gap between deprived and non-deprived places: research by the Institute for fiscal Studies shows that the Covid-19 mortality rate in the most deprived areas was double that of the least-deprived.

The pandemic has widened income inequalities. Across Key Cities and Core Cities 7.6 million people live in neighborhoods which rank in the 20% most deprived – one in three of all Key Cities and Core Cities residents. **If rates of deprivation in the Cities matched the UK average, there would be 3.3 million fewer people living in deprived neighbourhoods.**[1] People in these deprived neighbourhoods make up the bulk of new Universal Credit claims over the pandemic period, with 200,000 new claimants from March 2020 – February 2021 compared to 21,400 in the top 20% least deprived. Moreover, the substantial gap in educational achievement between pupils in rich and poor households is likely to grow in years to come, with pupils from disadvantaged areas observing the largest reductions in learning from school closures.

The crisis is likely to leave scars on the people who have had to endure most of its burden. A survey report from the Mental Health Foundation found that twice as many people who were unemployed reported not coping well with the stress of the pandemic compared to those employed, with the potential for long-term harm to mental health and wellbeing. With most new unemployment claims coming from more deprived areas, this is likely to further compound challenges and points to the urgent need for policy makers to focus on helping those most impacted by the pandemic.

[1] See Appendix: Notes on data for calculation method

Post-pandemic inclusive renewal is a necessity

We are witnessing an accelerated evolution into the next life of cities. As our urban centres open up and we shift our gaze from the immediate crisis to its aftermath, the first step towards renewing our urban centres after Covid-19 is to recognise that a straight bounce back to how things were is neither likely nor desirable. The existing levels of inequality, including health inequality had already created the imperative for levelling up. The pandemic has simply exposed these fault lines in even more shocking and graphic terms, making the link between health and wealth brutally clear.

Post-pandemic renewal and ‘building back better’ is a necessity. Making the transition from managing Covid-19 to inclusive recovery will require local, collaborative economic leadership focused on rebuilding economic value and restructuring labour markets, redesigning the use of spaces and improving and managing public health. Cities and their leaders are resourceful; they will find many distinct and novel solutions to the challenges they face. To support the pursuit of post-pandemic renewal we provide a policy framework of goals for the post-Covid city, outlining methods to drive innovation, build resilience, create and support good work, pivot to net zero, and catalyse city liveability.

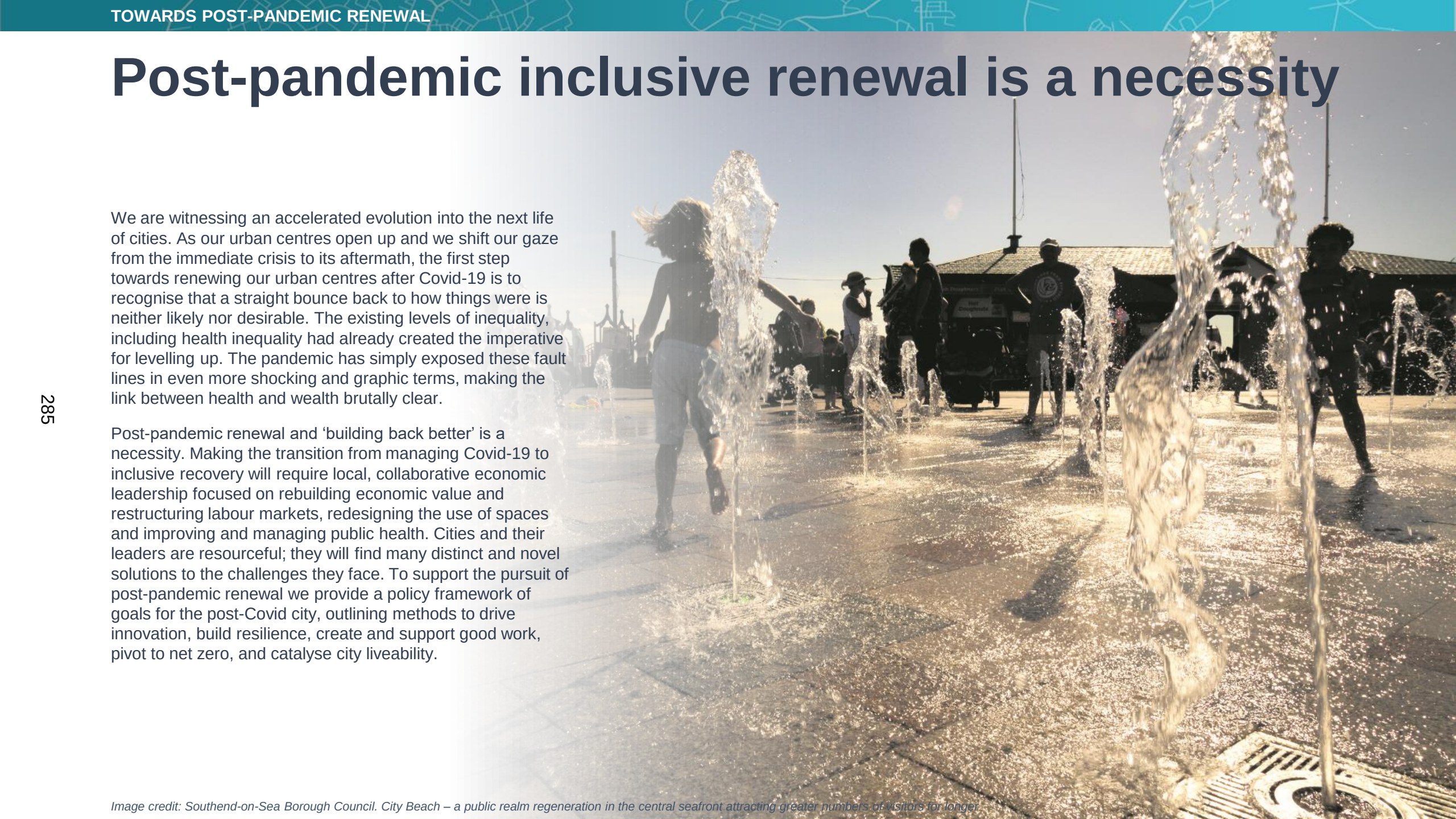


Image credit: Southend-on-Sea Borough Council. City Beach – a public realm regeneration in the central seafront attracting greater numbers of visitors for longer.

A framework for inclusive renewal

As Government looks beyond immediate Covid-19 support for health services and direct support to individuals and businesses, HM Treasury's Plan for Growth points to themes that Key Cities and Core Cities are pursuing. On levelling up, the Plan states that 'our city regions are critical for driving economic growth and prosperity', and sets out innovation, skills and infrastructure as key themes for Building Back Better. Cities will have a central role in innovating, boosting skills and training, and investing in strong infrastructure.

Questions remain ahead of autumn's Spending Review: what will the scope of the anticipated Levelling Up and Devolution White paper be for cities? Will there be enabling structures for cities to invest with private and impact investors in the upcoming national Net Zero, R&D Places and Sector Plans? What could an expanded role for cities look like in post-Covid employment, skills and transport policy?

The framework we set out in the following pages is a starting point to help City Leaders think about the process of building a strategy for post-Covid renewal. Every city should develop its own vision alongside investment and delivery plans, around which partners collaborate and take collective responsibility for delivering. We expect that in many cases this will result in the creation of co-investment through Special Purpose Vehicles to drive the investment or collaboration, and wider partnerships for levelling up.

Image: Core Cities. Newcastle

A framework of goals

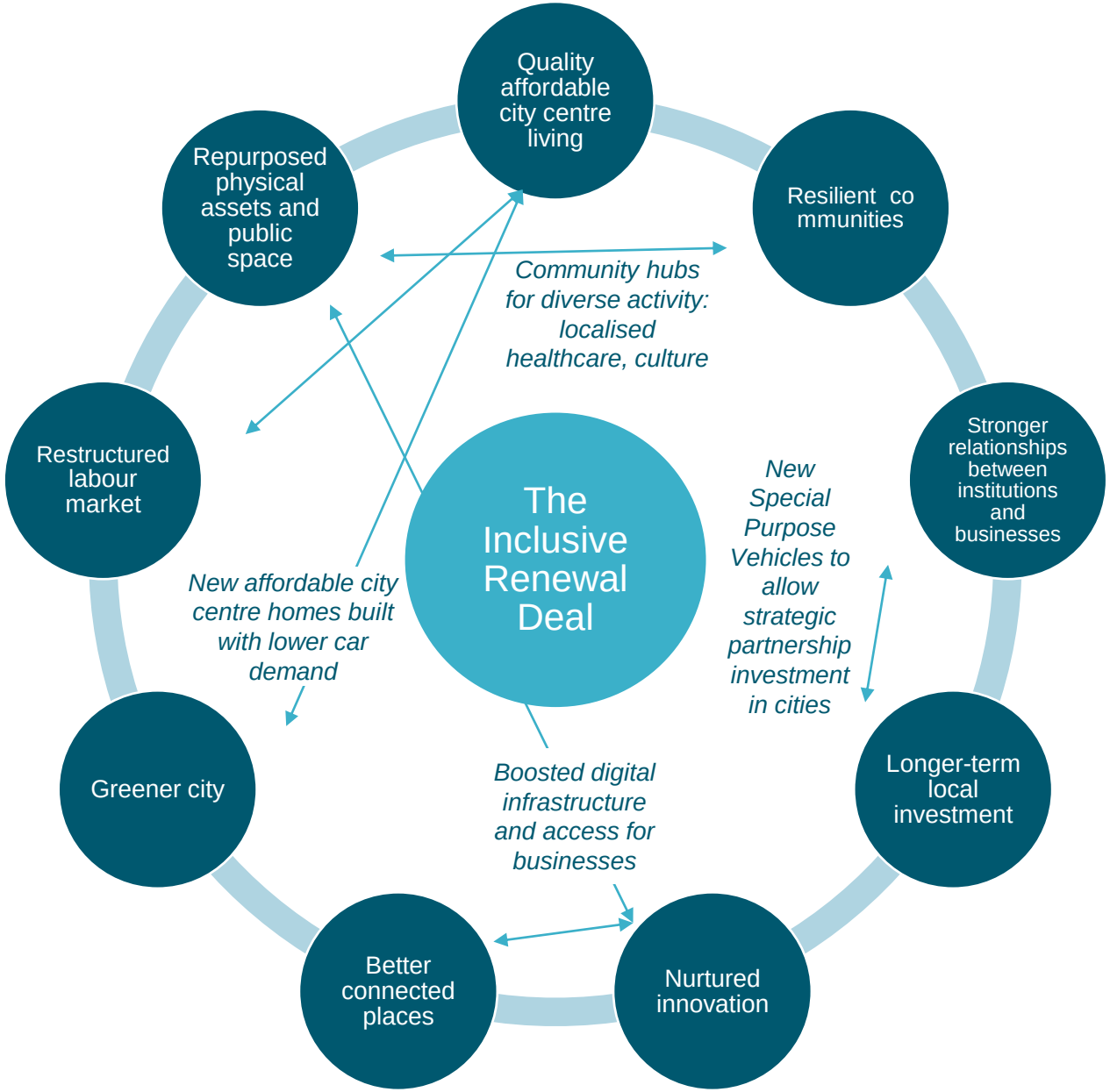
In this report we outline a proposed framework for the development of our urban centres post-Covid. The intention of the framework is to be used as a shared agenda for Key Cities and Core Cities on key areas for the future, providing building blocks for an Inclusive Renewal Deal with Government.

This overarching framework presents a range of shared goals for Key Cities and Core Cities around inclusive renewal for cities post-Covid. These goals respond to specific impacts of Covid-19, larger urban centre trends, and growth opportunities as explored earlier in this report. They are centred on the components integral to future thriving cities: in people, spaces and business.

The framework illustrates a direction of travel for cities and a platform to share initiatives and learnings among Key Cities and Core Cities. Individual cities can test specific interventions and different ways of meeting shared goals that work for the people and businesses in their communities.

This model provides an illustrative starting point and shows a way of using the framework with some example interventions and how they might serve to meet multiple goals.

The following pages show the framework applied in detail to five key areas: driving innovation, building resilience, creating and supporting good work, pivoting to net zero, and catalysing city liveability. The five detailed frameworks link to the shared goals in this overarching framework and Inclusive Renewal Deal, and develop an approach to building new vehicles for change by working with partners, leveraging local assets and investment with enablers from Government, and pursuing specific interventions.



Driving innovation

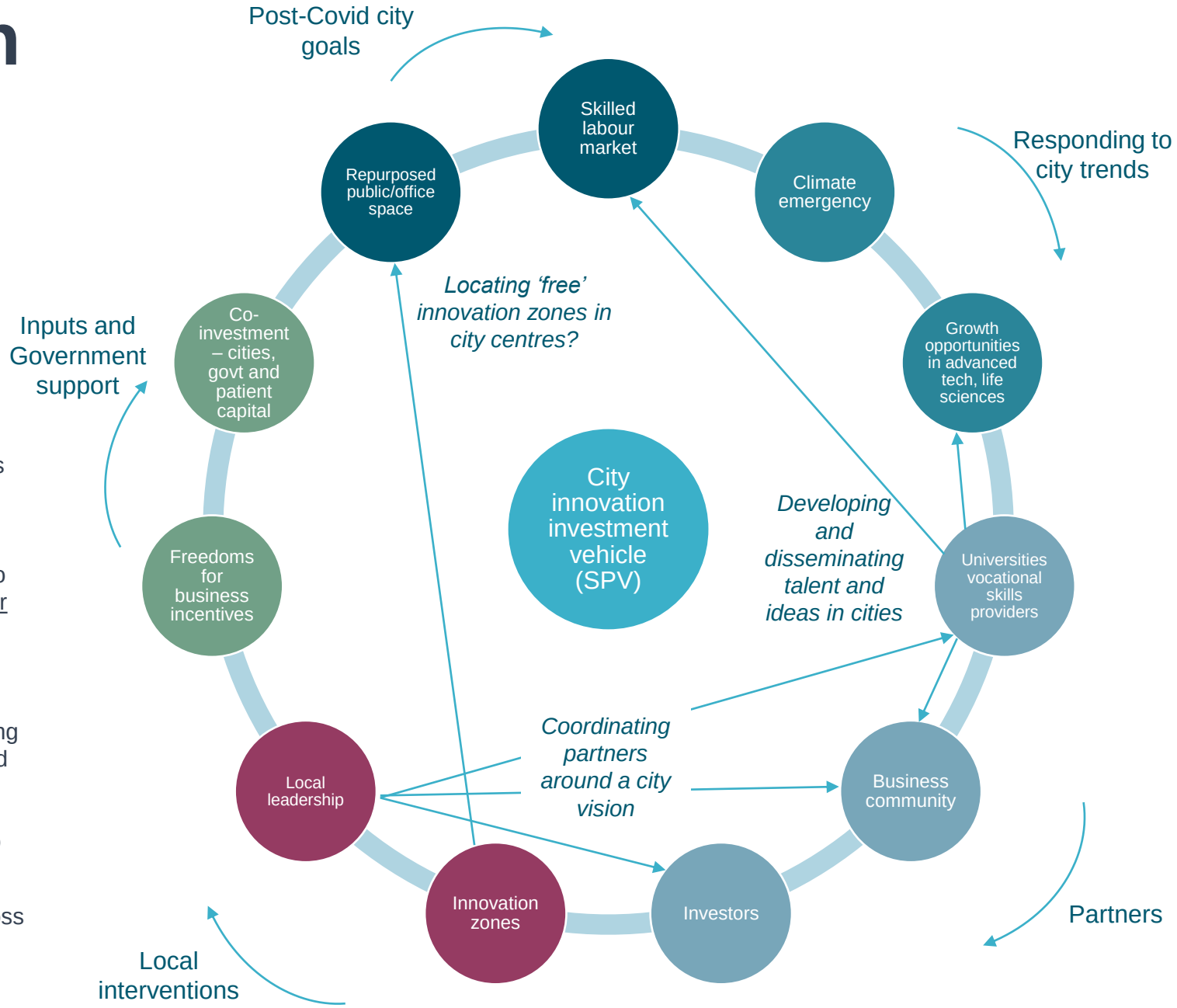
Economic value is shifting spatially, as retail and services continue to move online, and there are future growth opportunities for cities to grasp. Innovation is central to developing green technology, advanced manufacturing and life sciences businesses and jobs in the UK

The right investment and the right place combine to drive innovation.

Clustering of industries and sectors in places are a marker for successful innovation, and cities can accelerate what may already be happening. Cities can create innovation ecosystems through research, higher education, business and investor networks such as advanced manufacturing; innovation districts for clustering businesses and institutions; and amplifying the assets of place – attractive liveability, vision and leadership – to make a success of innovation. (cf. Metro Dynamics research for Bruntwood SciTech)

Investment in cities needs focus and partnership. City leaders can create a vision for investment in their place, support and amplify clusters of businesses, sectors and industries developing green technologies, advanced manufacturing, life sciences, and create new Special Purpose Vehicles (SPVs) of co-investment with partners in local institutions, Government and private investment. Public investment here should act as a multiplier to leverage in additional private sector investment.

Developing the skills and talent pipelines in cities, working across education providers and with employers, will supercharge the impact of innovation investment.



Driving innovation over time

Recommended action

Existing action

Budget 2021

Future Fund: equity investment in innovative start up and scale up businesses totalling £525m matched by private investors

Review into London Stock Exchange **regulations**

Eight new **freeports** in England announced

Immediate city action

City leadership working with partners in business, research, higher education and investment to develop **local innovation clusters** where potential for new green and technology businesses exists

Working with industry to grow **innovation and supply chains through anchor companies and districts** – *e.g. Newport Semi-Conductor Catapult, Sunderland International Advanced Manufacturing Park, Rochdale Advanced Machinery and Productivity Institute*

Medium term city and Govt action

Flexibilities for cities to create **'free' zones for innovation** where business rates and other incentives support rapid acceleration for businesses

Tax reforms recognising shift of retail economic value **from high streets to online** to raise investment for future industries: online sales taxes and local use of data to redistribute value spatially

Building innovation district, place ecosystem, and **innovation ecosystem and corridors** through investment, working with partners and urban design, to spur innovative activity – *e.g. Belfast innovation zone, Newcastle-Blyth corridor incorporating wind turbine technology, Britishvolt batteries, and submarine engineering*

Longer term opportunities

Special purpose vehicle for investment in growth sectors: cities lead on building investment for growth of business clusters in green and new technology industries and sectors. Many Mayoral Combined Authority areas have Mayoral Development Corporation powers that have not yet been exercised, and city and business leaders can work together to develop investment and governance in a way that **unleashes local democratic capabilities** through blending core local grant with additional competitive funding and TIF style investments

Goals

- Nurtured innovation
- Restructured labour market
- Greener city

Bringing together innovation assets with Smart Belfast

Belfast is a city of creators and inventors, where Smart Belfast harnesses the collective innovation and energy of organisations and individuals across the city. Belfast today is one of the fastest growing creative industry clusters in the UK, with other local specialisms including cybersecurity, medical software and fintech. Smart Belfast supports the Belfast agenda to develop the city and grow the economy, doing so via shared city challenges, an engaged innovator community, building city assets, and robust delivery mechanisms.

The Council collaborates with Belfast's universities, businesses and citizens to innovate and experiment with new technologies and data science to find solutions for the benefit of all citizens. Smart Belfast will be vastly accelerated through the £1 billion Belfast Region City Deal investment in research excellence, digital connectivity, skills and economic and generation initiatives.

Projects range from an SME collaborative challenge for businesses working together on active travel and transport innovation, to Immersion Lab bringing VR and AR into the mainstream, to leading the world in developing zero emissions maritime technology. Smart Belfast operates through a defined framework which seeks to foster greater collaborative innovation between public, commercial, academic and community organisations. Amongst its initiatives is also an emphasis on inclusion and community development; for instance with the new Innovation District highlighting 'inclusive innovation' as its USP, leading on what it means to be truly inclusive from the ground up.

Smart Belfast leads funding calls with investment from European agencies, UK Government, the Northern Ireland Executive, and the City Council to boost business and private investment in collaborative innovation projects. A partnership with the Future Cities Catapult informed development of the framework and guiding principles.



Photo Credit: Smart City Belfast, About Smart Cities , 2021

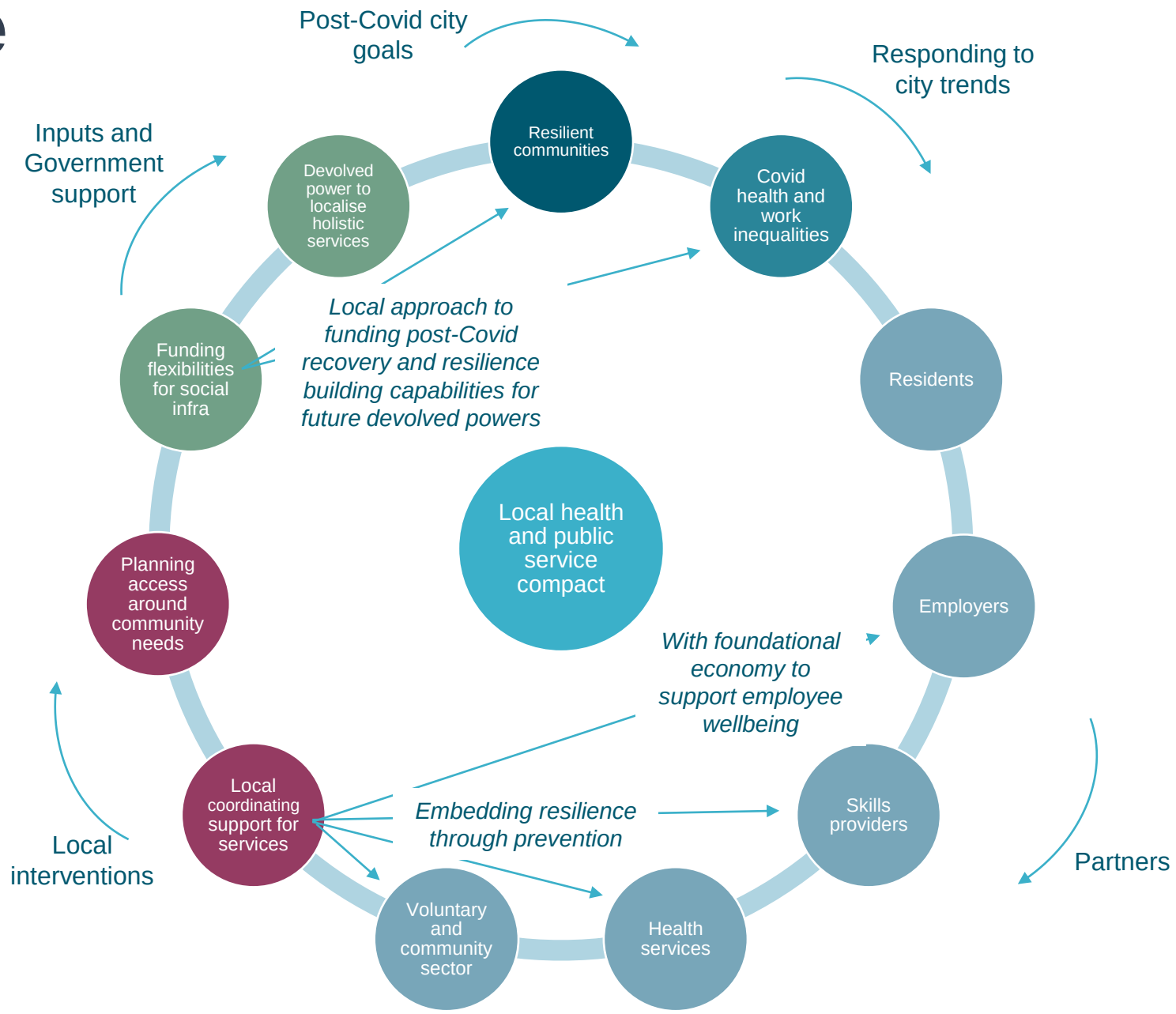
Building resilience

City leaders and councils have seen first-hand the experience and the impact of Covid-19 on communities. Many of the health, economic and personal impacts on people of Covid-19 have exacerbated long-entrenched challenges key to levelling up.

Health inequalities have come to the fore – with exposure to acute illness highest among key workers and disproportionately affecting some communities. The extent of the long-term effects from physical recovery, long-Covid, grief and mental health challenges are as yet unknown.

What we do know is that building and strengthening resilience is a key priority for City Leaders and local communities. The health, personal and economic effects of Covid-19 are expected to be with us throughout the coming few years, and cities can lead on joined-up support for individuals and communities so that the coordination of health and care is closer to communities and can focus on access across neighbourhoods.

This calls for new local compacts to co-ordinate health improvement. Building on new local Integrated Care Partnerships, these could be based on NHS and City public service agreements with local service leaders working together to combine deep understanding of local communities and agree outcomes over multiyear periods with the ability to pool budgets in programmes that make sense for the place. They could link human capital development with improved health outcomes, enabled by up front investment in prevention to tackle health inequalities.



Building resilience over time

Recommended action

Existing action

Work with physical and mental health services, organisations supporting people in debt and grief, and education providers, to **develop an approach for collaborative local services to support physical and mental impacts** of Covid and build preventative resilience

Health data and technology: city leaders, NHS and research institutions work together with medical device industry to trial and test new personal and preventative healthcare technology: e.g. wearable devices monitoring wellbeing and fitness data in the community and in hospital

A new compact between Councils, ICSs and VCS to develop joint approach to health improvement and prevention to tackle health inequalities **Local public service agreements** based on multiyear health and wellbeing deals on outcomes (linked to principles of Barber Review in Govt) and the ability to coordinate and pool budgets across services

Green Book revisions to recognise value of investment in **social infrastructure**

Sustainable **local government finance** with investment for prevention

Budget 2021 → Immediate city action → Medium term city and Govt action → Longer term opportunities

Extension of **Covid support** – emergency NHS funding to 2022, furlough and UC uplift to Sept 2021

Building strong **collaborative partnerships** between anchor institutions, with a more rounded health focus that aims to improve the health, wealth and wellbeing of communities – *e.g. Collaborative Newcastle*

Goals

- Resilient communities
- Stronger relationships between institutions and businesses
- Longer-term local investment

Strengthening local capacity through Health and Care integration with Collaborative Newcastle

Innovation in public service delivery can help to deliver future health resilience for city populations, and strengthen local healthcare capacity. Collaborative Newcastle is a local health and care integration partnership that brings together Newcastle City Council, the city's two university teaching hospitals, the Clinical Commissioning Group, and local GP services. The Collaborative takes a holistic and preventive approach to healthcare with the overarching aim of transforming the health, wealth and wellbeing of the city's residents by reducing inequality and providing better opportunities for all.

The initiative aims to provide a joined-up system of health and social care that focuses on individual needs for the right support, advice, care and treatment, while creating new solutions, sharing knowledge and growing the local economy. As part of the programme, they have established a co-located city centre based health and social care centre encouraging staff to collaborate and with access to a digital dashboard containing shared data updated and accessible in real time, alongside Wellbeing Centres to prevent serious diseases through health improvement programmes

Newcastle aims to improve health and wellbeing by recognising wider social, economic and environmental factors. By partnering patients with a 'link worker' – someone who supports an individual by understanding their specific issues and challenges and connecting them with local sources of support – enables people to take greater control of their own physical and mental health, by selecting and accessing support that works best for them.

collaborative
NEWCASTLE

Photo Credit: Collaborative Newcastle, 2020

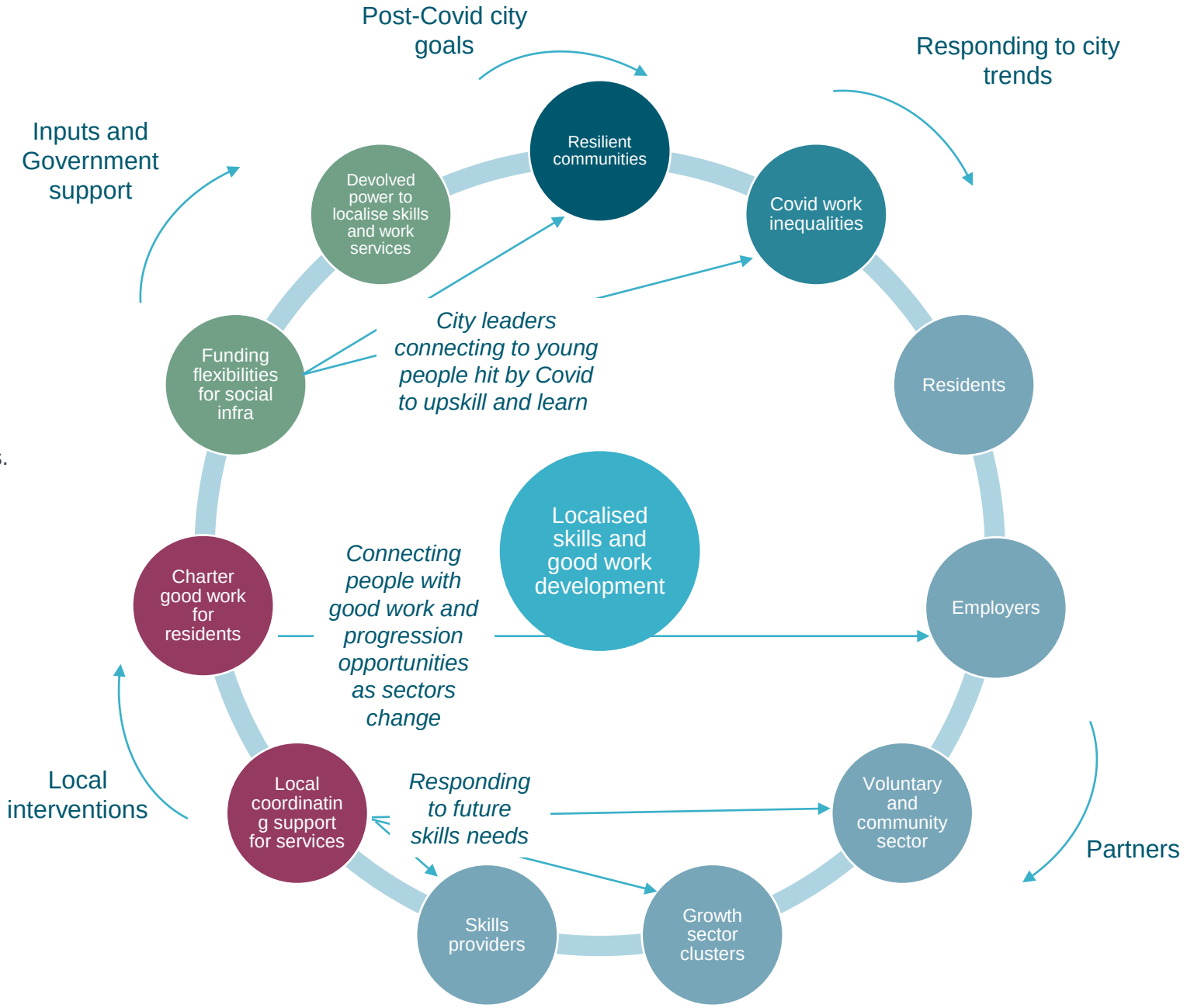
Creating and supporting good work

City leaders have already seen the immediate impact of job losses and earnings reductions in their communities . With the Government furlough scheme now extending through to September 2021, the full extent of potential job losses and precarity of work in the economy is also yet to be realised.

A critical renewal priority for cities will be creating good jobs, as well as supporting people to transition from at risk employment sectors such as retail, into future growth sectors. This will require working with the DWP, and businesses to rapidly put in place large scale jobs, employment support, skills matching and youth job guarantee programmes. At the heart of this will be the objective of creating good work.

By good work, we mean with real living wage earnings, decent and safe employment conditions, health and wellbeing support at work, flexibility to work around caring responsibilities, and opportunities for skills development and progression.

Stimulating good work needs to include the local education system – linking localised careers advice and engagement with schools across cities with opportunities in local FE and HE as well as ambitions for growth sectors. Partners in cities – businesses, Councils, anchor institutions and Government departments – will need to work together to stimulate good work in their cities post-Covid.



Creating and supporting good work over time

Recommended action

Existing action

Budget 2021

Extension of **Covid support** – furlough and UC uplift, self-employed support to Sept 2021

UK Community Renewal Fund pilots and **Levelling Up Fund** for job creation and skills provision

Immediate city action

Cities collate intelligence of skills needs through growth sector clusters, and coordinate with HE and FE partners and schools on **building local skills supply**

Employment support – particularly for people affected by retail closures – with job guarantee linked to training, skills access and job matching

Green Book revisions to recognise value of investment in **social infrastructure**

City leadership **working with employers** – including in local supplier procurement lines – to influence security, progression and wellbeing at work – particularly in the foundational economy – *e.g. Greater Manchester Good Employment Charter*

Medium term city and Govt action

Govt develops with cities **pilot revenue approaches for self-employed**, after Covid schemes, to boost incomes, stimulate start-ups, entrepreneur upskilling and creativity

Sustainable **local government finance** with investment for a future strong labour market

Longer term opportunities

A new compact between Government and cities on **localised skill and employment** that devolves powers and budgets for skills and employment support to deliver tailored local services. **Local public service agreements** based on multiyear deals on training, employment and wellbeing outcomes (linked to principles of Barber Review in Govt)

Goals

- Good jobs and skills
- Job creation & employment support
- Partnership with business & Govt on delivery
- Skills & employment system aligned to local need

Promoting good work in Greater Manchester through the Good Work Charter

The Greater Manchester Combined Authority's Good Employment Charter is a voluntary membership and assessment scheme that actively promotes good employment standards across the region. All Greater Manchester companies, regardless of size or sector, can sign up to the Charter and are encouraged to improve employment practices to:

- provide secure working conditions, e.g. guaranteed regular hours and predictable shifts;
- pay the Real Living Wage;
- practise fair and flexible recruitment that embraces diversity and is socially representative;
- promote positive workplace health and wellbeing and adjustments,
- enact flexible working practices on how long, when and where employees work; and
- ensure employee engagement in the direction and success of their organisation.

Created in 2019 and launched by Mayor Andy Burnham, the Charter was developed through a process of co-design by the Greater Manchester Combined Authority (GMCA) working with all Greater Manchester district councils, trade unions, and employers and employees from all sectors. Beyond improving the lives of local people through improved working opportunities, its aims extend to broader social and economic benefits including encouraging a societal shift in the importance placed on the value and quality of work that is available and the business case for good employment, which improve productivity and contributes to a thriving economy. It is the first of its kind in the UK.

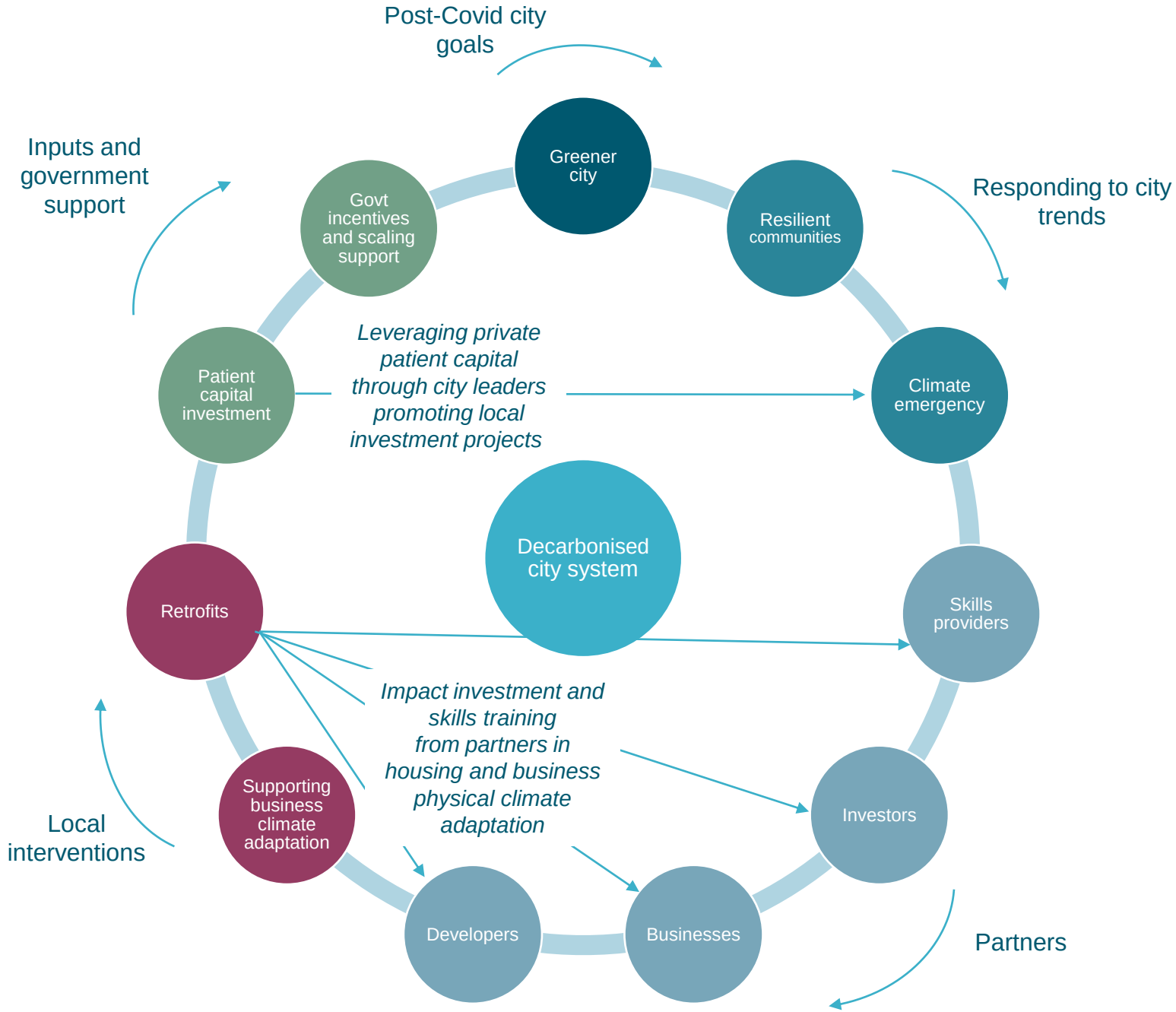


Pivoting to net zero

Averting a climate emergency and rapidly moving to net zero carbon emissions are priorities for all cities. They are central shared objectives for cities and Government alike. And they are also major job and economic opportunities, whether on energy production, green tech, or reducing emissions such as form homes through retrofit.

Most cities have dedicated climate action plans, to which there are many strands. Behaviour change and investment are both needed to really pivot to net zero. This will not be achieved without partnership in places. The impact that this partnership can make on a city level will radiate out into regions across the UK. City leaders can collaborate with partners to unite around collective local ambitions, in order to maximise individual, sector and business level adaptation activity and investment.

A key priority will be developing investable plans. There are growing opportunities for cities to lead in place-based patient capital and impact investment, for net zero projects supporting green jobs and supply chains, that create Environmental, Social and Governance benefits (ESG), as well as long term investment return.



Pivoting to net zero over time

298

Recommended action

Existing action

Budget 2021

Green Bonds for retail investors to fund green industry projects

Immediate city action

City leaders collaborating with business community and skills providers to build a city **prospectus for investment and skills** opportunity and need for **greening and decarbonising** construction, energy systems, manufacturing and logistics supply chains

Supporting **decarbonisation of energy systems** and exploring municipal and community led energy – *e.g. Bristol City Leap Energy Partnership*

Electrifying local transport – *e.g. electrification of black cabs and buses programme in London*

Medium term city and Govt action

Govt expand **social housing retrofit** funding and support for businesses

National programmes for stimulating at scale **investment and skills** development in retrofit, climate adaptation, and wind and hydrogen power supply chains

Longer term opportunities

Public and private investment: serious public investment to meet the climate challenge – this means opportunities for innovation, infrastructure, jobs, and upskilling. A **culture of co-investment** can ensure this is sustained and mission driven with institutional support building on the UK Infrastructure Bank. Investment from Government and cities, as well as revenue raising flexibilities, act as a **multiplier of private patient capital**: e.g. for business climate adaptation and housing retrofit

Goals

- Greener city
- Retrofit
- Green jobs and green supply chains
- Longer-term local investment

Prioritising green space in Berlin, London and Nottingham



Image: Urban Greening in Nottingham. *PublicLab.org*

Cities across the world are taking action to increase access to Green Space, and the Covid-19 crisis has highlighted the importance of local parks, trees and open space in urban environments. Green Space Factor, a planning tool first pioneered in Berlin, has been adopted in cities like Seattle, Hamburg and Malmo. Requiring developers to dedicate a share of footprint to greenspace, and assigning points to various biodiversity measures, is intended to increase green space in new developments. Local authorities can work with developers and tweak weightings, allowing flexibility and creativity in individual developments. Recently, London has adopted elements of this approach under an Urban Greening Factor for major developments, as part of the new London Plan, with the ultimate aim to see 50% of urban environment into green space by 2050.

Within the Cities, Nottinghamshire Wildlife Trust has submitted a proposal for urban rewilding to the City Council on the site of the disused Broadmarsh shopping centre in the city centre. The 2.5ha of space would be transformed into wetlands, pocket woodlands and a wildflower meadow. Potential plans are under consideration. In 2019 Nottingham City Council set the target to become the UK's first carbon neutral city. According to the Wildlife Trust, the green development would secure 30% of the city centre's land for nature. As well as integrating greenery into the city centre, the designs go further with a preservation approach through rewilding, restoring biodiversity, and protecting wildlife.

Catalysing city liveability

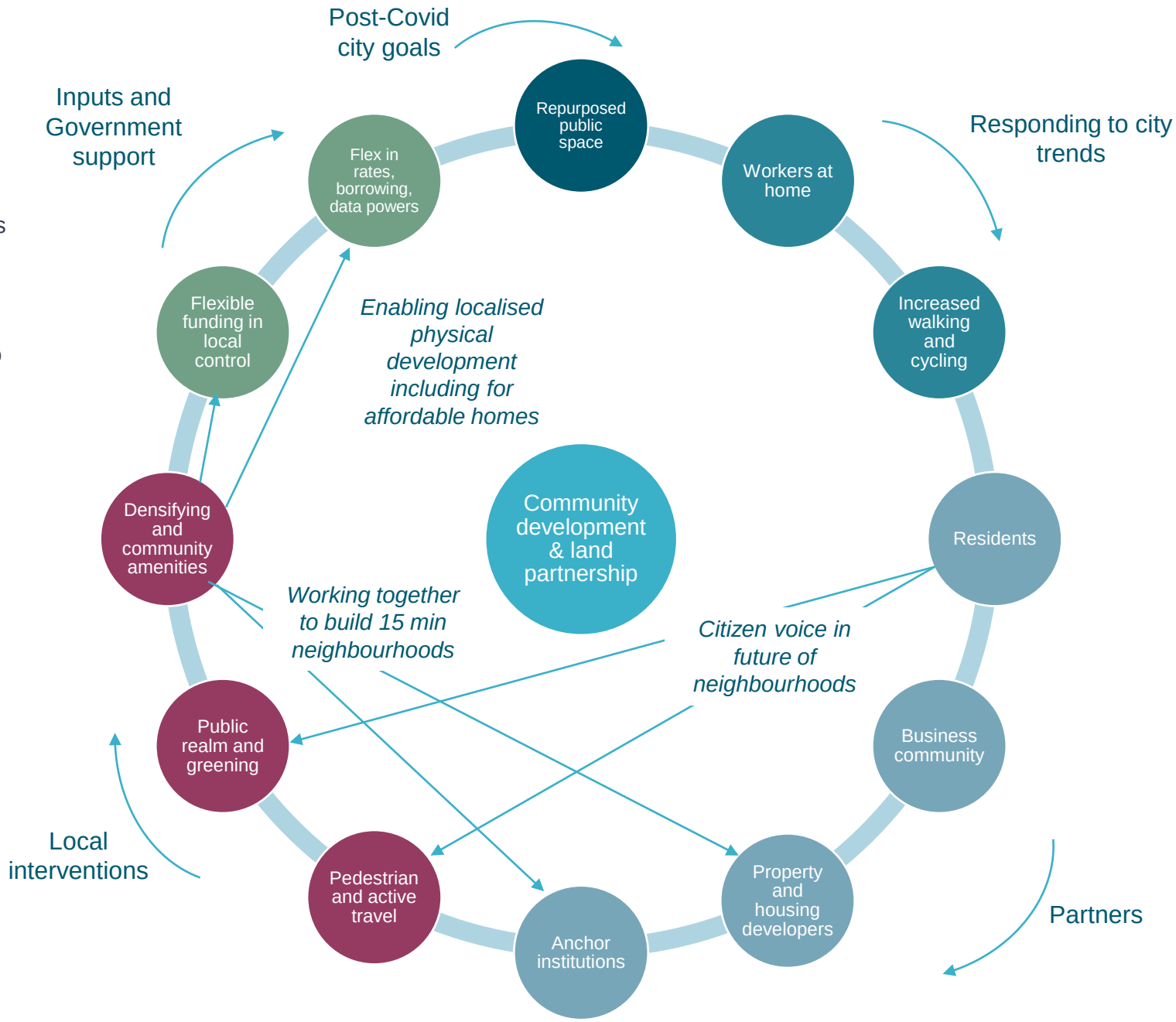
Recovery from economic lockdowns will inspire new approaches to neighbourhood building.

Ideas such as the 15-minute city promote a future in more densified neighbourhoods where communities can easily and sustainably access services and enjoy recreational time close to home while creating opportunities for independent local retail, hospitality and cultural businesses.

Following the experience of Zoomshock: where during lockdowns people have been spending all their time in their neighbourhoods rather than workplace areas, people will be more conscious of what they want from their neighbourhood. How clean is the air? How is public space used? How is the business community doing? Could health services be easier to access? Would the school run be quicker on foot or bikes without dense traffic?

Supply and quality of affordable housing is a major factor in people's quality of life and prosperity as we recover from the pandemic. Planning reforms should focus on ensuring quality affordable homes in neighbourhoods with community led development and regeneration.

Citizen leadership, reviews of land use in cities and neighbourhoods, and better use of data on air pollution and mobility could make holistic neighbourhood building, planning and supporting local businesses work better for more people and be geared towards a cleaner, greener environment and improved physical and mental wellbeing.



Catalysing city liveability over time

Recommended action

Existing action

Budget 2021

Public realm improvements to support businesses and cultural attractions reopen following lockdowns

Pedestrianisation and low traffic neighbourhoods – *e.g. Manchester, London boroughs*

Greening public space and rewilding – *e.g. Nottingham, Berlin*

Immediate city action

Nature and liveability: better understanding of air pollution hotspots in cities would enable leaders to target places for action that could quickly bring down toxic air levels: urgently minimising traffic and enabling electric vehicles and bus fleets alongside greening

Cities can seek mechanisms to invest in **repurposing vacant space** – *e.g. Norwich Revolving Fund to respond to newly vacant units*

Medium term city and Govt action

New powers for local authorities to become **data authorities** with the ability to collect and use data for targeted economic development and better transport and planning

Investment vehicle and partnership through planning reforms to bring together investors, developers and land holders to create mixed use affordable and social housing in development zones

Longer term opportunities

A **new approach to city and neighbourhood development: citizen and data led**, to optimise the way housing and neighbourhoods are planned, people move around the city and access to services for citizens and communities for local businesses. The goal: a clean environment that promotes community resilience and wellbeing

Goals

- Repurposed physical assets and public space
- Quality city centre living
- Better connected places
- Greener city

Revitalising and repopulating the urban core in Sunderland Riverside

Sunderland has long been an industrial hub of production, but the city is one of the few UK cities that pivoted from a post-war heavy industrial economy to a contemporary modern industrial economic base. The decline of the shipbuilding industry was countered by an expansion of the car manufacturing industry in the form of the Nissan plant, which helped to mitigate the loss of manufacturing employment opportunities. The plant remains nationally significant, and at the cutting edge of manufacturing with Nissan investing in advanced manufacturing and automation.

While the Nissan plant remains an important driver for the national economy, in recent years the council's strategy has aimed to increase activity within the city centre. The largest component of this strategy is Riverside Sunderland, which will traverse the River Wear and incorporate green space, car free residential zones and major new employment sites. By densifying the city centre over the next decade – doubling the resident population to 5000 - the Council intends to support the vibrancy, leisure offer and evening economy of the currently lightly populated urban core. Building on £100m investment from Legal and General the development will become the workspace of 10,000 people



Image: Riverside Sunderland. Sunderland Bridges

Delivering inclusive local-led regeneration through Tax Increment Financing in the United States

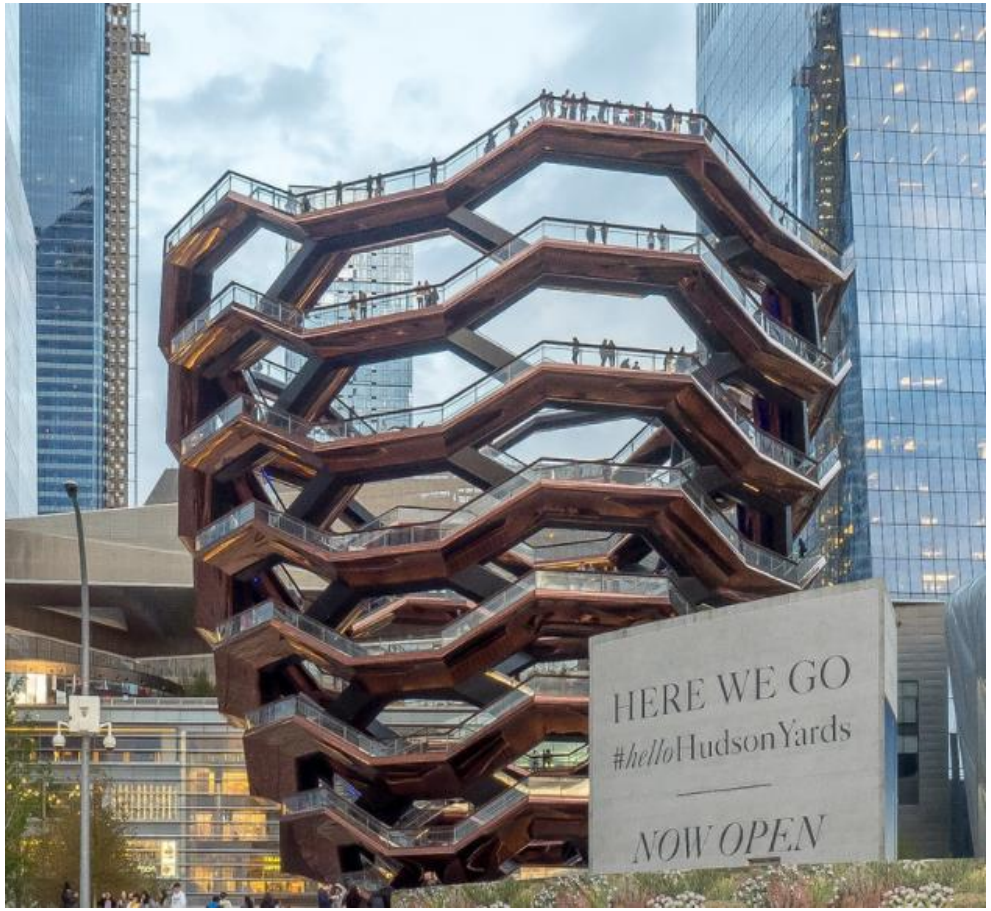


Photo: Creative Commons, Ajay_Suresh, Flickr, 2019

A number of cities in the US are using Tax Increment Financing (TIF) to stimulate investment and development in designated regeneration areas. Their deployment of TIF tends to be for broader purposes than the often narrower focus on transport investment in the UK. In the US, Flexible financial instruments are used for innovation and business incentives, as well as supporting community infrastructure.

The arrangement diverts a proportion of tax revenue – usually property, sales or business taxes – generated in the designated area away from mainstream local authority revenue and into new development in the area. The proportion of tax revenue is set at the level of taxable value of properties in the regeneration area at the start of the period. Revenue can be used to pay debt for development, and the TIF arrangement is usually set over a period of 20-30 years.

TIF has been used to fund major development projects such as Hudson Yards in New York, and a transit TIF established to improve and expand Chicago rail lines. However, TIFS are also funding affordable housing and community infrastructure – for example, 40% of Portland's TIFs have funded new affordable housing. In Cincinnati's Over-the-Rhine quarter, TIF districts draw revenues from downtown growth into neighbourhood regeneration TIF funded projects in regeneration zones help to boost construction and clustering of economic activity, spurring job and collaboration opportunities in key strategic areas of cities.

Applying the framework: Leeds Bournemouth, Christchurch and Poole

As we developed this work we wanted to test how it would apply in a Key City and a Core City. Through a series of workshops with senior officers, elected members and partners we applied the framework in Leeds and Bournemouth, Christchurch and Poole. The two places vary in geography, economic history and characteristics, and leadership. Through applying our framework, we explored the two places' current programmes, priority areas, and ambitions for the future of their cities post-Covid. This exercise helps to demonstrate how other Cities can apply the framework to their own circumstances.

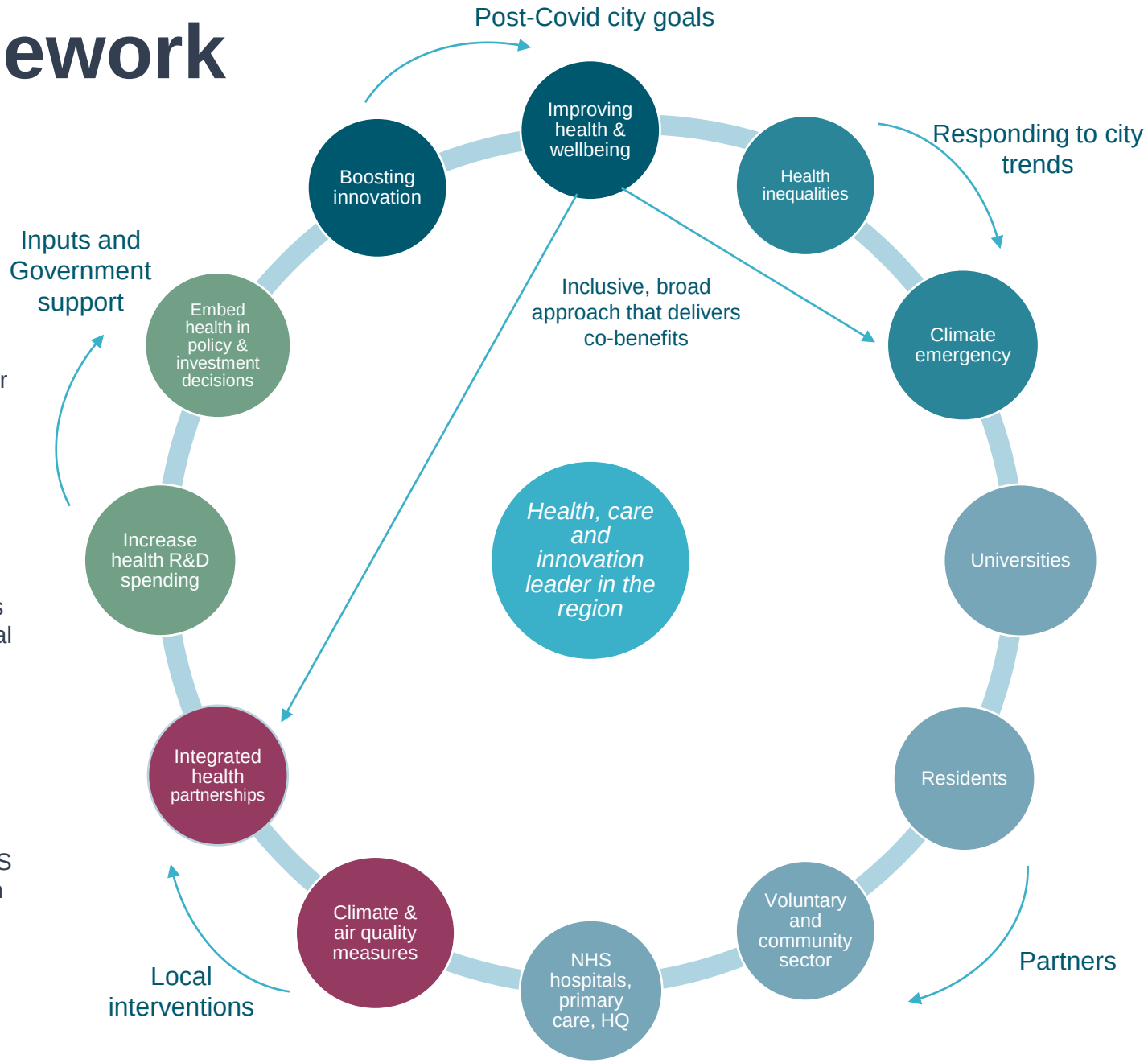
Image credit: Ben Harrison Photography. Key Cities. Doncaster

Applying the framework in Leeds

The health, economic and personal impact of Covid-19 on communities in Leeds has further spurred existing community-based activity in health. Leeds has strong partnerships across the Council and with the NHS, third sector and private sector via an existing **strategy focused on integration and improving the health of the poorest the fastest**. Aligned approaches to developing community assets, promoting anchor institutions and building an inclusive economy enabled a rapid and focused response in communities that resulted in Leeds setting up community hubs across the city supplemented by a range of locally-led public health programmes.

Partnerships in Leeds take an integrated approach: the Council's Health and Wellbeing Strategy, Inclusive Growth Strategy, Economic Recovery Framework, and net zero targets focus on delivering interventions with co-benefits across several interconnected priority areas – inclusive economic growth, the climate emergency and health and wellbeing resilience. Delivery for communities is strengthened by partnerships with the voluntary and community sector: e.g. Leeds Community Foundation, and West Yorkshire Resilience Forum.

With strong partnerships across the universities in Leeds, the Council, local NHS providers as well as a long-established NHS management base, **Leeds is a leader in the region on health research and innovation**. Leeds Inclusive Anchors, Leeds Health and Wellbeing Board and Leeds Academic Health Partnership are testing new approaches to local health data, tech and innovation for economic growth and to benefit communities in Leeds and find new approaches to improving public health and community care.



Applying the framework over time

Covid-19 support – emergency NHS funding extended to 2022, labour market and business support to autumn 2021

City leaders' **strong partnership working with communities** has been reinforced during the pandemic. People power and building community assets are central in remodelling the community offer – developing community anchors, promoting social value and better understanding how to mobilise Council assets to drive a fairer economy

Government should include good **health as an outcome** in recovery policies and embed health and wellbeing as a priority across departments. Improving **sustainable local government and NHS finance** with ability for local budget pooling and alignment, along with further **Green Book** revisions, would support and recognise the value of investment in social infrastructure and preventative services

Health data and technology: city leaders, NHS organisations and researchers are working together to develop health research in community settings, and with the medical device industry to trial and test new personal and preventative healthcare technologies out of hospital: e.g. wearable devices monitoring wellbeing and fitness data in the community, with a shifting focus from acute medicine to public health and community care

More devolved powers and flexibilities for local services through Leeds Council and Integrated Care Partnership on budgets, strategy and delivery of health and community support, including employability and skills, services in deprived communities and school, to deliver tailored local support. **Local public service agreements** based on multiyear health and wellbeing deals on outcomes with Government would increase the ability to coordinate and pool budgets across services. This would enable Leeds to meet long-term ambitions to boost social mobility, improving school attainment for pupils eligible for free school meals and narrowing skills gaps.

Budget 2021 → Immediate city action → Medium term city and Govt action → Longer term opportunities

New UK Infrastructure Bank will be located in Leeds, with initial £12bn capitalisation and £4bn earmarked to lend to local authorities

Leeds Council's recovery approach: Respond, Reset, Renew and Build Resilience focuses on building local resilience through inclusive growth, public service innovation and improving local health, boosting existing community hubs with teams to support health, wellbeing, care, employment, housing and financial advice

Leeds Health and Wellbeing Board is providing further joined up tools during Covid-19 through a **Tackling Health Inequalities Toolkit.** For health practitioners and services, this toolkit supports partners to address embedded health inequalities in Leeds communities to target interventions

Joined up action on climate change: Leeds innovation district is focusing on green technology, Reset and Renew work aims for a cleaner Leeds, and the Leeds Health Care Climate Commitment all show partners taking collective action with communities to mitigate the impacts of climate change through health, housing, transport, economic growth, and working with suppliers on local and sustainable procurement

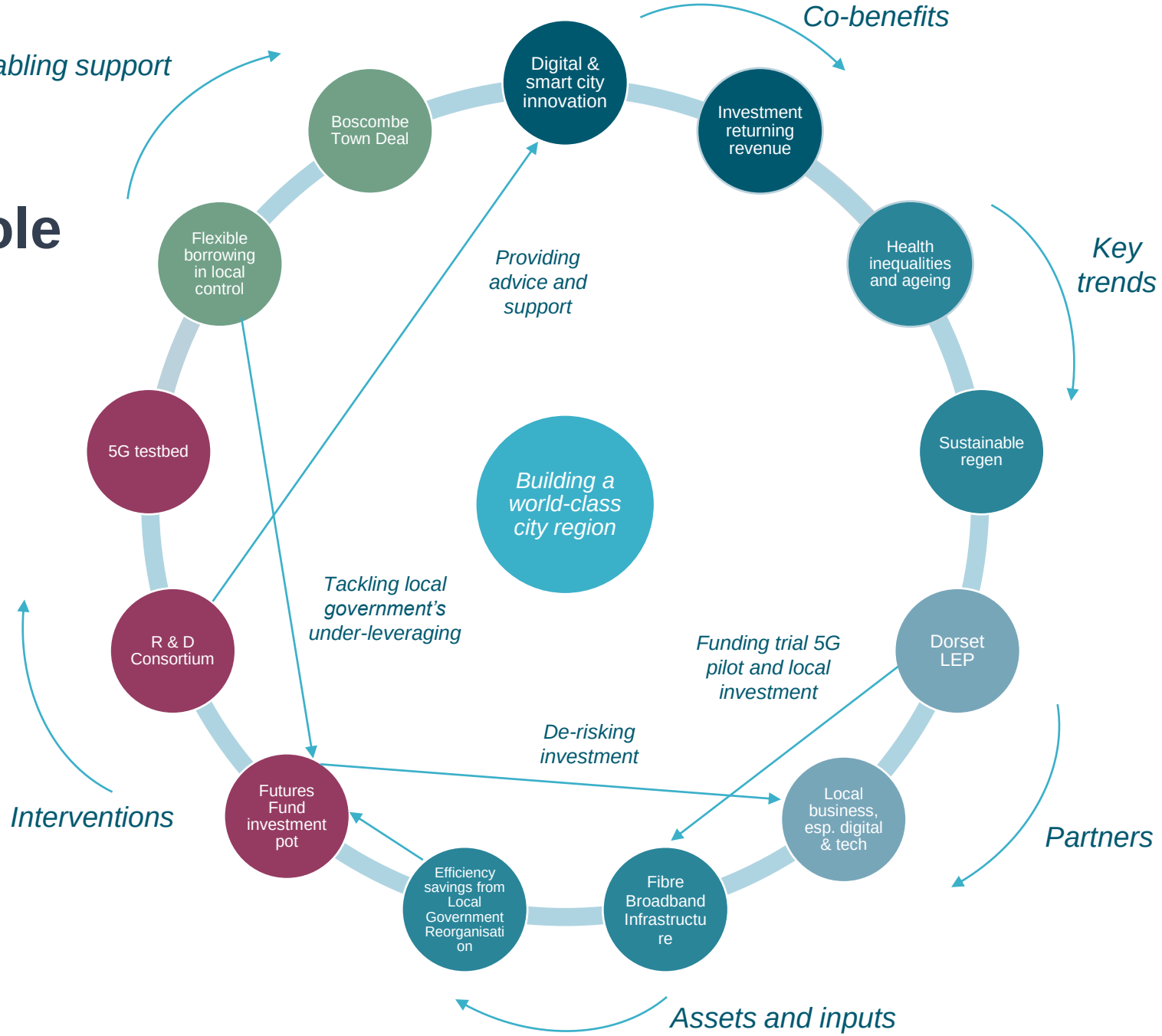
Bolstering **public NHS funding with private investment in health research and innovation** through Leeds Innovation District with city leaders in collaboration with investors, and flexibilities from Government would further spur growth in Leeds and the city as a hub of innovation in healthcare

Source: Leeds City Council

Applying the framework in Bournemouth, Christchurch and Poole

As a new unitary authority, BCP is pursuing two key approaches for boosting the local economy and innovation. The 'UK's newest city region' is **transforming investment in the area** and **embracing data driven growth** through the **Smart Place** programme. In addition to local government reorganisation, transformation in services and budget savings, these initiatives are key to the BCP's plans for the local economy:

- Smart Place aims to empower value-generating digital solutions that improve people's lives, enhance places and drive prospects of businesses in BCP and across the UK
- It includes a **local 5G testbed managed** by the local authority, with a developing focus on industry use cases in private enterprise
- BCP intends to reshape the local authority's **relationship with data through a place-based approach**, working with innovative local businesses through an R&D Consortium while building trust and infrastructure through the Council brand
- To fund interventions, BCP is creating the local Futures Fund, **new co-investment streams**, building on the consolidation of local government assets and leveraging further public and private investment into a pot for the place



Applying the framework over time

A **£22m Town Deal with Government**, the Town Investment Plan, is regenerating a historic, densely-populated economic town centre, Boscombe. Building a new mixed use urban neighbourhood and investing in walking and cycle infrastructure, this model high street of the future is central to boosting BCP's economy

BCP Council has established a **Futures Fund: a £50m investment pot** funded by borrowing against future efficiency savings. Designed to be spent on its own capital and infrastructure projects, the Futures Fund will be fully financed from established local government borrowing mechanisms. This creative model will give the authority greater control to unlock new ways to invest in the future

Maximising the opportunities from the Futures Fund, one option being considered is the establishment of an investment arm with an advisory board comprised of local business and investors. Operating over the long term as a **special purpose vehicle owned by the Council** it would borrow to invest in public assets. A further review of local authority freedoms and flexibilities with government to support regeneration could boost this model

BCP Council's approach will strengthen relationships with local businesses and growth sectors, while smart use of data will inform economic development; **cementing BCP's position as a world-class city region**

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Budget 2021 → Immediate city action → Medium term city and Govt action → Longer term opportunities

HM Treasury's Plan for Growth announced ambitions to **"crowd-in" private sector investment**, through the UK Infrastructure Bank; this priority fits firmly with BCP's ambition to leverage local government investment with match funding

BCP Council has set up a **5G testbed network in the Lansdowne Neighbourhood** – already the overland connectivity hub of the conurbation. The first local authority to operate a local 5G network, with local partners, there is strong engagement and buy in from the community. The trial has supported local digital SMEs, who can conduct trials and create apps, part of a **local digital marketplace** operated by BCP Council, reflecting changes on our high streets

By designating BCP Council as a **Local Data Authority**, the Government could enable the city-region to tap into infrastructure assets and localise use of data, for the benefit of public services and economic growth. BCP Council is already looking to apply this model to its Smart Place programme

5G expansion could reshape **cities' relationships with digital infrastructure**, if market failures can be addressed by revenue-generating local infrastructure. BCP Council's investment in fibre and 5G creates a **digitally-forward base for business**

BCP Council and its partners are working to **pioneer health and connected ageing in a smart city**. Bournemouth University is partnering with a leading private healthcare / hospital brand to pioneer robotic assisted hip replacement surgery; the result of effective collaboration between local anchor institutions and innovation in growth sectors –health, care and life sciences – that also support resilient communities post-Covid

Source: Bournemouth, Christchurch and Poole Council

BCP Recovery Framework → Respond → Recover → Reimagine

The Inclusive Renewal Deal



Image: Key Cities. Hull: Turbine blade production (credit. Siemens Gamesa)

The Inclusive Renewal Deal

RENEWAL THEME	CITY OFFER	GOVERNMENT ASK
City recovery, levelling up & renewal	Cities to work with residents, businesses, investor and anchors to develop recovery Levelling Up and renewal plans, with a clear set of costed commitments.	Government to work with Cities on a new series of Recovery, **Levelling Up and Renewal Deals**, that set out strategic place plans, with funding, and joint delivery arrangements.
Good jobs, employment support, and skills	Cities to develop detailed plans on job creation, employment support, and skills matching for at-risk retail and other workers.	• **DWP and City Framework agreements** for employment support and skills and job matching • **Devolution and expansion of Kickstart**, **expansion of Enterprise Allowance**, • **integration of skills and FE reform** through devolution to MCAs/cities working with local business
Investment in innovation, Net Zero, green jobs, housing and regeneration	Cities to develop i**nnovation districts, retrofit** and **affordable housing** plans and other investable projects and to develop with their partners **Special Purpose Vehicles** (SPVs) to bring together Land, Investment, Borrowing and other assets and explore investment models including **dynamic impact investment** and **rolling investment funds.**	To link these opportunities to **further funding for its Plan for Growth priorities,** including: • Supporting investment in **social housing retrofit** • Linking **housing & regeneration** funding and broadening Homes England's remit to include regeneration • Extending Council borrowing powers, further use of **Tax Increment Financing** (TIF), exploring the use of **municipal bonds** • Building on UDCs and Freeports with support for **municipally-designed SPVs**
Health improvement and wider public service reform	Cities to partner with new NHS Integrated Care Systems to **create local health improvement compacts** aimed at improving post-Covid long term health outcomes, focusing on prevention and workforce health.	**Multi-year funding agreements** linked to outcome agreements that enable a shift to prevention in spending and investment, as part of wider measures to create a sustainable financing system for local government.
New powers	Cities to develop propositions for new powers and regulatory freedoms that can enable them to speed up renewal and economic transition, including the power to acts as “data authorities”.	The Devolution and Levelling Up White paper should support **new powers for Cities** and outline a **process for further devolution and city Deals** that can enable cities to lead renewal.

What the Deal means for cities

Immediate city action

City recovery

Cities to work with residents, businesses, investor and anchors to **develop recovery and renewal plans**.

Good jobs, employment support and skills

Cities to develop detailed plans on job creation, employment support, and skills matching for at risk retail and other workers.

Establishing collaborative economic partnerships

Key Cities and Core Cities should collaborate to test ideas and interventions around shared ambitions and share lessons among membership.

Cities should bring together partners in employment, health, communities, business, institutions and investment to create a vision around the future of place economies, and jointly deliver on strategy.

City liveability

Cities are supporting high street reopening in spring/summer 2021 with greening, pedestrianisation, repurposing vacant units with cultural and independent retail and hospitality pop ups.

Medium term city action

Innovation

Cities building innovation districts within innovation ecosystems: leading collaboration between business, research and education institutions, and investors, to help build and promote clusters of innovative and existing sectors and industries adopting innovative approaches.

Resilience and good work

Continue and expand **joined up working across skills and employability support services and links with business** to support individual and community outcomes in physical and mental health, employment, skills and finances. Develop local collaboration in context of health service reforms and new funding e.g. UKSPF, and boost local training with a jobs guarantee programme.

Cities should work with local employers to **promote good work charters** for decent and safe conditions, training and pay, develop employability support and job matching.

City liveability

Work with communities and use planning levers to bring together partners, boost quality affordable housing, and enable neighbourhood design and development for communities: green space, wellbeing, access to services, and supporting independent local businesses.

Longer term opportunities

Health improvement and public service reform

Cities to partner with new NHS Integrated Care Systems to create **local health improvement compacts** aimed at improving post-Covid long term health outcomes, focusing on prevention and workforce health.

Innovation, pivoting to net zero and investment

Cities should build on existing levers, such as freeports, to **test innovative financing and incentive approaches** for business and investment with new trading arrangements.

Develop with partners a culture of co-investment to build into Special Purpose Vehicles (SPVs): utilise current investment – e.g. Towns Fund, Levelling Up Fund – and collaboration to invest as a place in post-Covid development, stacking Government, local authority, business and investor funding for shared co-benefits for communities and businesses – e.g. **retrofit of commercial and housing**.

New powers

Cities to develop **propositions for new powers and regulatory freedoms** that can enable them to speed up renewal and economic transition, including the power to act as data authorities.

What the Deal means for Government

Immediate Government action

City recovery

Government should **work with city leaders** on recovery priorities including rebuilding confidence in how people use city centres, commitment to public transport revenue, and emergency jobs programmes with localised DWP agreements in cities.

Extend **high street business rate and VAT relief** to counter impact of Covid and long term retail trends.

Good jobs, employment support and skills

DWP and City Framework agreements, to create the shared local capacity for emergency employment support, skills and job matching, and Kick Start implementation, together with rapid expansion of the Enterprise Allowance schemes.

Investment

Further **Green Book revisions** should be made that build on the focus on strategic rationale and enable prioritisation of social infrastructure investment. To link these opportunities to further funding for **Plan for Growth** priorities, as well as extending borrowing powers, further use of Tax Increment Financing (TIF) and co-investment.

Medium term Government action

Investment

Special purpose vehicles should be enabled by Government for co-investment and flexibilities for **'free' innovation zones** that can be implemented in city centres for innovative business clusters: helping to spur innovation for the future economy.

Government investment in the Green Industrial Revolution should be flexibly deployed by cities across the UK where city leaders collaborate to invest with private investors and business: for economic growth and climate adaptation, and investment and skills development to scale retrofit and climate adaptation.

Building on Green Bonds, the UK Infrastructure Bank and Future Funds to **expand co-investment models for municipally designed investable projects, combining local core grant and additional funds** with TIF style and impact investment, and municipal bonds.

Reform to retailer taxes (from business rates to sales tax) to recognise shift of economic value from the physical high street to online with revenues linking back into city revenues through allocation where business rates revenue has been lost.

Longer term opportunities

New powers

The Devolution and Levelling Up White paper should support new powers for cities and outline a process for **further devolution and City Deals,** enabling cities to lead renewal, including integrating Skills and FE reform through devolution to MCAs/Cities and local business.

Health improvement and public service reform

Government should develop plans for multiyear **sustainable local government finance with a recovery boost** that recognises impacts of lost business rates, commercial return and council tax revenues due to Covid-19.

Use upcoming health reforms and established local Integrated Care Partnerships to agree **a new compact of multiyear local service agreements for devolved health and social care** service coordination based on improved health outcomes with multiyear place-based funding deals.

Deals between Government and cities with **local flexibilities for labour market and skills** support funding to deliver in the best way for local communities.

Appendix: Notes on data



Image: Key Cities. Salford Media City

Calculation methods

Methodology for calculating potential uplift in UK economic output if Key Cities and Core Cities were as productive as the UK average

The methodology below sets out our process in constructing the estimate of additional output that would be generated if productivity in Key Cities and Core Cities was equivalent to that of the national average.

We calculated the sum of output across Key Cities and Core Cities individually and divided them by the sum of their respective populations. This provided us with a GVA per head estimate for both Key Cities (£22,600) and Core Cities (£23,600). We followed a similar procedure to obtain the national average for GVA per head (£27,500). These numbers are based on 2018 GVA figures, the most recent available.

Following that, we took the difference between Key Cities /Core Cities GVA per head and the national average. This supplied us with the additional output per worker required to match the national average.

To obtain the total output gain, we multiplied separately the Key City difference by the Key City population and the Core City difference by the Core City population. Summing the total output gain of both Key and Core cities arrived us to our final estimate, which is that if GVA per head in the Key Cities and Core Cities matched the national average it would **add an additional £89.4bn per year to the national economy**.

Methodology for calculating potential reduction in deprivation if the proportion of deprived neighbourhoods in Key Cities and Core Cities matched the UK average

By ‘deprived areas’ we mean the top 20% most deprived neighbourhoods in the Index of Multiple Deprivation for England (2019). Across England, one in five people live in these neighbourhoods. But in the Key Cities and Core Cities 36% of residents - nearly two in five people – live in neighbourhoods that are in the 20% most deprived across England. That is to say, deprived areas are relatively concentrated in the Key Cities and Core Cities.

7.6 million people in the Key and Core Cities live in the top 20% of deprived neighbourhoods out of a combined population of 21.3 million. If the proportion of people living in deprived areas in the Key Cities and Core Cities was in line with the rest of England – that is to say if one in five people lived in neighbourhoods in the 20% most deprived places **- 3.3 million fewer people in would be living in deprived neighbourhoods.**

The Index of Multiple Deprivation incorporates a number of indicators that measure deprivation levels in a place. Places are compared with one another by relative measures, and therefore the data provides an illustration of places rather than individuals.

This estimate also makes the assumption that deprivation levels in the Key Cities and Core Cities outside England (Belfast, Cardiff, Glasgow, Newport, Wrexham) share broadly similar levels of deprivation to the cities in England. Because the Index of Multiple Deprivation for England is not directly comparable with data in the devolved nations, it is not possible to say this precisely, but similar measures for the devolved nations point to similar levels of deprivation. This assumption has been built into our calculations to make an estimate for Key and Core Cities across the UK.

Key Cities and Core Cities online evidence base

Metro Dynamics prepared an online evidence base to complement this report and illustrate the impact of Covid-19 on individual cities. This is a sample page for Salford. The same information has been reproduced for all the Key Cities and Core Cities. It can be accessed via Key Cities and Core Cities' websites.





Image: Key Cities. Norwich is vibrant, creative and a place for ideas.

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CABINET

Report subject	**Bournemouth Development Company LLP Business Plan**
Meeting date	23 June 2021
Status	Public Report
Executive summary	1. Bournemouth Development Company llp ("BDC") is a joint venture between the Council and now a wholly owned subsidiary of Muse, a Morgan Sindall company. 2. This report summarises the BDC 5 year rolling business plan, with a particular emphasis on the programme of activity for 2021/22. This is the ninth update of the plan since BDC was formed in February 2011 and has been updated to reflect the recently approved BCP Corporate Strategy.
Recommendations	**It is RECOMMENDED that:** **Cabinet approves the updated BDC Business Plan, a copy of which is set out at Appendix 3.**
Reason for recommendations	The BDC Business Plan sets out the strategic direction of joint venture over the next five years, with a particular emphasis on the development activity that will undertake during 2021/22. The Council has reserved the right for Cabinet to approve the annually updated BDC business plan which highlights the next steps to be undertaken on sites which are currently in the development phase and those which are earmarked for development but yet to enter the development cycle.
Portfolio Holder(s):	Councillor Philip Broadhead, Regeneration, Economy and Strategic Planning
Corporate Director	Adam Richens, Finance
Report Author	Martin Tiffin, Town Centre Vision Programme Leader
Wards	Bournemouth Town Centre
Classification	For Decision

Background

1. The BDC Business Plan sets out the nature and extent of development that will be undertaken by this joint venture between the Council and Muse. The format and content of the plan is prescribed in BDC members agreement. An extract from this agreement is set out at Appendix 1.

2. The key aim of the updated BDC Business Plan is to deliver the BDC objectives as set out in the LLP Members Agreement. Appendix 2 sets out these objectives. The BDC Business Plan recognises that the strategic direction of BDC, such as pace of development, geographic focus to facilitate regeneration across the BCP area, are matters for the BDC Members (Council and Muse) to determine and drive forward.

3. The Council announced its Big Plan in March 2021 which "involves **five big** projects that will deliver big changes across our whole area and support the **creation of 13,000 jobs** across all sectors of our economy – good jobs for local people – creating wealth for our businesses and livelihoods for our families".

   BDC, through its programme of active investment in the town, is well placed to

   - contribute to the Iconic cityscape and quality of the urban environment;
   - work with the Council on the Pavilion Gardens project to deliver the desired "vibrant arc at the heart, linking Bournemouth Pier with the Pavilion and a renewed and revitalised Bournemouth International Centre".
   - invest in the physical and digital **infrastructure** of our coastal city region, to ensure that BCP has the best connectivity in the country – whether through superfast broadband and digital connectivity or through land, air and sea transport; and
   - deliver development that exploits the full potential of digital to make BCP a genuinely smart city region.

   The Business Plan also identifies a potential site in Poole Town Centre which could act as a catalyst to drive forward much needed regeneration in this area. This will be the subject matter for a separate cabinet report including a risk assessment based on the Councils legal advice.

4. Following a restructure at Morgan Sindall PLC, Muse has taken over as the "private sector partner" in BDC.

Property

5. BDC will utilise a proportion of the Council's property assets for regeneration purposes. This is in accordance with the Council's priorities in the Capital Strategy and Corporate Asset Management Plan and with Government guidance that the Council should make best use of these resources in pursuit of agreed corporate priorities.

Covid-19

6. The Covid-19 pandemic has caused worldwide disruption and there is a lot of speculation as to what the ultimate impact the pandemic will have on the global economy. The construction and development market has been impacted but has shown resilience and is now seen as one of the key economic markers to enable the UK to "bounce back".

The BDC platform was conceived and put in place during the financial crash of 2008/9. The business case for the creation of BDC was that it would be a 20-year endeavour and in that time would need to navigate different economic cycles. The BDC in many ways helped Bournemouth kick start the boom in development that we have seen over the past 10 years, with Bournemouth rising to a town with the third most development activity outside of London in 2015/6.

BDC is central to once again to kick starting the local economy as we move into recovery mode. BDC has three projects in the pipeline with a gross development value of over £350 Million. This translates into approximately £260 million being pumped into the local economy over the next 5 years.

The BDC platform therefore offers an opportunity to help us to move into recovery mode. In particular:

a. The Winter Gardens project offers a significant boost to the construction related supply chain as approximately 70% of the construction spend will be with businesses with a BH post code.
b) Cotlands Road project offers the opportunity to deliver new bespoke office accommodation in a mixed use scheme right in the heart of our central business district.
c) The Eden Glen project provides an opportunity to deliver much needed affordable first time homes is this highly sustainable location right in the heart of the town centre.

Across the BDC optioned sites, BDC is working with the Council to agree a strategy in relation to public parking spaces that will enable it to accelerate the pace and scale of delivery.

Purpose of the BDC

7. BDC was initially set up to kick-start development in Bournemouth Town Centre (phase 1 sites) with the ability to spread its geographical focus and add in sites which were either in the Council ownership or third-party ownership. The decision to add sites is one for the two members of BDC to determine based on the process set out in the BDC legal agreements and will be the subject of a future Cabinet report.

8. The BDC Business Plan sets out the proposed uses for each of the Phase 1 sites and the likely timescale for bringing these sites forward for development.

Consultation

9. Council Officers (including the Chief Executive), Council Representatives on the BDC Partnership Board, Portfolio Holder for Regeneration and the Muse development team have been involved in setting and consulting on the key priorities within the BDC Business Plan.

Options

10. Option 1. Approve a Business Plan for BDC. This gives the BDC a clear direction enabling further investment and brings the plan into line with the Council's recently approved Corporate Strategy.

Option 2. Do not approve a business plan for BDC.

The current BDC Business Plan dated March 2020 is a five-year plan and therefore sets out the strategic direction and objectives to the period ending February 2025. If the Council does not approve the latest draft of the plan this would mean that the current Business Plan (dated Mar. 2020) would not be updated to reflect the Council's new Corporate Strategy and the recent progress made by BDC over the past 12 months.

Summary of financial implications

11. Revenue

The initial sums ("Advance Sums") required to bring forward the BDC Business Plan and the individual Site Development Plans are met by Muse as part of an early drawdown of their cash contribution to the BDC.

Summarising the BDC activity for context, it is worth noting that Cabinet has already approved the following Advance Sums: -

Site	**Anticipated total scheme value**	**Total advance fees**	**Approved**	**Advance fees spent (ex VAT) as at Dec 2019**	**Expected completion date**
Eden Glen	£10.5m	£1,110k	November 2018	£13k	Q4 2024
Winter Gardens	£150.0m	£4,900k	February 2020	£2,626k	Q4 2024
Cotlands & York Road	£150.0m	£4,978k	February 2019	£275k	Q4 2025
Total	**£323.3m**	**£11,738k**		**£3,382k**	

Any new schemes requiring financing will have their own individual report requesting approval as they arise in the form of a Site Development Plan and will set out the level of Advance Sums to be injected into the BDC by Muse.

Should any scheme not be completed as anticipated then the Advance Sums incurred will roll forward and become a reduction in returns to future schemes and therefore may affect the actual returns to the Council from those schemes.

12. Returns

BDC as a vehicle has traditionally operated as a low capitalised limited liability partnership and as a result the BDC members (the Council and Muse), under the direction of the "BDC Partnership Board", have historically withdrawn profits at the end of each scheme. As a result, BDC has not built up reserves to account for

potentially undelivered schemes. The Council has however enjoyed healthy returns from its participation in BDC over and above the purely regeneration benefits. The Council has received a profit distribution of circa [£3.6 million], land value payments totally [£5.2 million] and retained a number of developed assets, namely Madeira Road Car park £7million, Berry Court Car Park £3 million, Madeira Road Student Scheme £27 million and St. Stephen's PRS Scheme which when completed in 2021 will be worth £12 million. All of these assets not only help support the Council's revenue requirements but also add to the Council's balance sheet, upon which should the need arise can be disposed of in the future.

Completed schemes: in numbers

BournemouthDevelopmentCompany

	Homes	Land value	Council share of profit	S106	Profit rent	Public parking
Madeira Road (1)	378	£2,000,000	£1,600,000	£45,000	£100,000 pa index-linked 25 years	400
Leyton Mount (Citrus) (2)	64	£1,000,000	£1,550,000	£330,000		
Berry Court	113	£1,200,000	£970,000	£45,000		155
St Stephens	46	N/A	£600,000	£127,000		
Durley Road	44	£382,500	£910,000	£366,000		
Total	**645**	**£4,582,500**	**£5,630,000**	**£913,000**		**555**

(1) £peppercorn payment for capital asset in 2040
(2) Excludes new homes bonus

Summary of legal implications

13. The legal obligations of the Council and a wholly owned subsidiary of Muse, as members of BDC, are set out in a limited liability partnership members' agreement which was negotiated as part of an EU Procurement Process undertaken in 2009/10. The delegation's policy contained in the limited liability partnership members' agreement requires BDC to annually update the Business Plan to be approved by BDC members.

Summary of human resources implications

14. BDC has six Board representatives, three from the Council and three from Muse. These Board representatives are responsible for delivering the BDC Business Plan and deferring to the Council's Cabinet and the Morgan Sindall Main Board on more strategic matters.

15. BDC has appointed Muse as the Development Manager. The Development Manager is tasked with implementing BDC Board decisions and reporting on progress. Muse owe a duty of care to both members of BDC.

Summary of environmental impact

16. The Council has declared a climate emergency. The Council's role is to consider the future planning policy and transport solutions which will also promote sustainable

modes of transport, including greater use of public transport, cycling and walking. BDC's role in relation to this is to ensure that its contractors and consultants take into account best practice on sustainability issues when designing and constructing new buildings and respond to the Council's Corporate Strategy.

Summary of equality implications

17. The Equality Impact Needs Assessment indicates that the Bournemouth Town Centre Vision provides substantial opportunities to create a positive Equalities Impact, particularly by improving accessibility of Bournemouth Town Centre and harnessing substantial resources for the provision of homes which are affordable.

Summary of risk assessment

18. The key risks that will be considered as part of this detailed assessment when individual site development plans are prepared include the following:

- Investment Risk including the risk that the development is non-profit making
- Pre-Construction Risk including planning, design and funding risks
- Construction Risk including late completion and cost overruns.

Background papers

BDC Business Plan - Cabinet Report dated March 2020
https://democracy.bcpcouncil.gov.uk/Data/Bournemouth%20Cabinet/20190220/Agenda/agenda-and-reports-public.pdf#search=%22BDC%22

Appendices

Appendix 1 – Format and Content of a compliant Partnership Business Plan
Appendix 2 – BDC Objectives
Appendix 3 – Partnership Business Plan dated April 2021

APPENDIX 1 - Extract from LLP(BDC) Members Agreement

AGREED FORM BUSINESS PLAN CRITERIA

1. **PARTNERSHIP BUSINESS PLAN**

The Partnership Business Plan shall set out the Objectives of the LLP for the life of the LLP and the annual over-arching objectives of the LLP for each Accounting Year on a 5-year projection.

The requirements for an acceptable Partnership Business Plan include the following based on a 5-year projection-

REF.	CONTENT	TO BE IN COMPLIANCE WITH
1.0	**Introduction**	
1.1	**Strategic Management Objectives**	
1.1.1	Council's Town Centre Vision Objectives	Members' Agreement Clauses 4 and 5
1.1.2	Partnership Objectives	Members' Agreement Clauses 4 and 5
1.2	**Operational Management**	
1.2.1	Delivery – Resourcing the Partnership	Development Management Agreement Schedule 3 - Resource Plan
1.2.2	Commercial	Members' Agreement Clause 4.1.4
1.2.3	Best Value	Members' Agreement Schedule 8 – Procurement Policy Option Agreement – Definition of Market Value
1.2.4	KPIs and Performance Specification	Development Management Agreement Schedule 4
1.2.5	Risk Management	To reflect the adopted Site Development Plans
1.2.6	Corporate Governance	Members' Agreement Clause 18
2.0	**Partnership Structure**	
2.1	**Resource and Management Structure**	
2.1.1	Strategic Management	Members' Agreement Clauses 13-15
2.1.2	Operational Management	Members' Agreement Clauses 9-11
2.1.3	Resource	Development Management Agreement Schedule 3 - Resource Plan
2.1.4	Accommodation and Facilities	Not applicable
2.1.5	Corporate Policies	Good Industry Practice
2.1.6	Quality Management and Quality Assurance	Good Industry Practice
2.1.7	Health & Safety Management	All law and Good Industry Practice
2.1.8	Professional Services	Members' Agreement Schedule 8 – Procurement Policy Adopted Site Development Plans
2.1.9	Supply Chain	Members' Agreement Schedule 8 – Procurement Policy Adopted Site Development Plans
2.1.10	Strategic Services	Members' Agreement Schedule 8 – Procurement Policy
2.2	Proposals for Subsidiary LLP	Members' Agreement Schedule 10 – Development Subsidiaries Adopted Site Development Plans
3.0	**Development Programmes**	
3.1	Development Programme (next 5 years)	Adopted Site Development Plans Indicative Drawdown Profile (as updated from time to time)

REF.	CONTENT	TO BE IN COMPLIANCE WITH
3.2	Indicative Development Programme (all years)	Indicative Drawdown Profile (as updated from time to time)
4.0	**Car Park and Transport Policy**	Highways and Transportation advice procured by the Development Manager from time to time on behalf of the LLP
5.0	**Financial Matters**	
5.1	Funding Structure	Adopted Site Development Plans
5.1.1	Loan Notes	Members' Agreement Clause 7
5.1.2	Third Party Funding	Members' Agreement Clause 6.5.5 Adopted Site Development Plans
5.1.3	Funding Hierarchy	Members' Agreement Clause 26
5.1.4	Recycling of Loans	Members' Agreement Clause 26 Adopted Site Development Plans
5.2	Financing Strategy	Adopted Site Development Plans Indicative Drawdown Profile (as updated from time to time)
5.3	Taxation Assumptions	Adopted Site Development Plans
5.4	Cashflow	Adopted Site Development Plans Indicative Drawdown Profile (as updated from time to time)
5.4.1	Partnership Operating Costs	Development Management Agreement clause 7, Members Agreement clause 7.4.1 and the Adopted Site Development Plans
5.4.2	Capital Requirements of the Partnership	Adopted Site Development Plans
5.5	Distribution Policy and Summary of Forecast Distributions	Members' Agreement Clause 26 Adopted Site Development Plans
5.6	Indicative Drawdown Profile	Adopted Site Development Plans
6.0	**Exit Strategies**	
6.1	Development Sites	Adopted Site Development Plans
6.2	Cessation of the Partnership	Members' Agreement Clauses 31 and 32

Appendix 2 – BDC Objectives

Extract from LLP (" BDC") Members Agreement

2. **OBJECTIVES**

2.1 The following shall be the Objectives of the LLP in relation to the Area, any Site and/or any Additional Site:-

2.1.1 **Regeneration**

(a) to maximise the full economic potential and kick start wider regeneration in the Area;

(b) through the activities and Business of the LLP, improve Bournemouth's competitiveness as a place to live, work, visit and shop;

(c) drive the demand for new homes and jobs in the town centre by acting as a place maker, increasing the number of town centre residents and work opportunities through the development of mixed use developments, improvement of existing business and increasing sustainable job opportunities to encouraging a more diverse and skilled workforce to work in the Area;

(d) to create a vibrant, 24/7 residential and visitor community through the development of new attractions to cater for a more wide-ranging customer base;

(e) to create and improve access, signage, landscaping, roads and public transport throughout the town;

2.1.2 **Design and Standards**

(a) to deliver development that is innovative in design and quality, and which is in itself exemplar in terms of all aspects of sustainability; and integrating social, economic and environmental goals;

(b) to deliver inclusive, diverse, high quality, safe public spaces and landscapes;

(c) to develop parts of the town centre so that each designated area has a distinct identity, with high quality public realm areas providing a sense of arrival and place;

(d) to retain, conserve and enhance the architectural style of the town as a historic public realm through improved access, linkages and integration to the surroundings;

(e) making improvements to Bournemouth's public realm, to make the town easier and more pleasant to experience on foot;

2.1.3 **Delivery**

(a) to bring forward development on the Sites (and any Additional Sites) in phases within a timescale which responds positively to and quickly to market demand for commercial, residential and other development;

(b) to carry out the above in partnership with and in continued dialogue, consultation and engagement with the local communities, residents, stakeholders, to provide development that meets the needs of a diverse range of inhabitants and visitors to Bournemouth;

2.1.4 **Commercial**

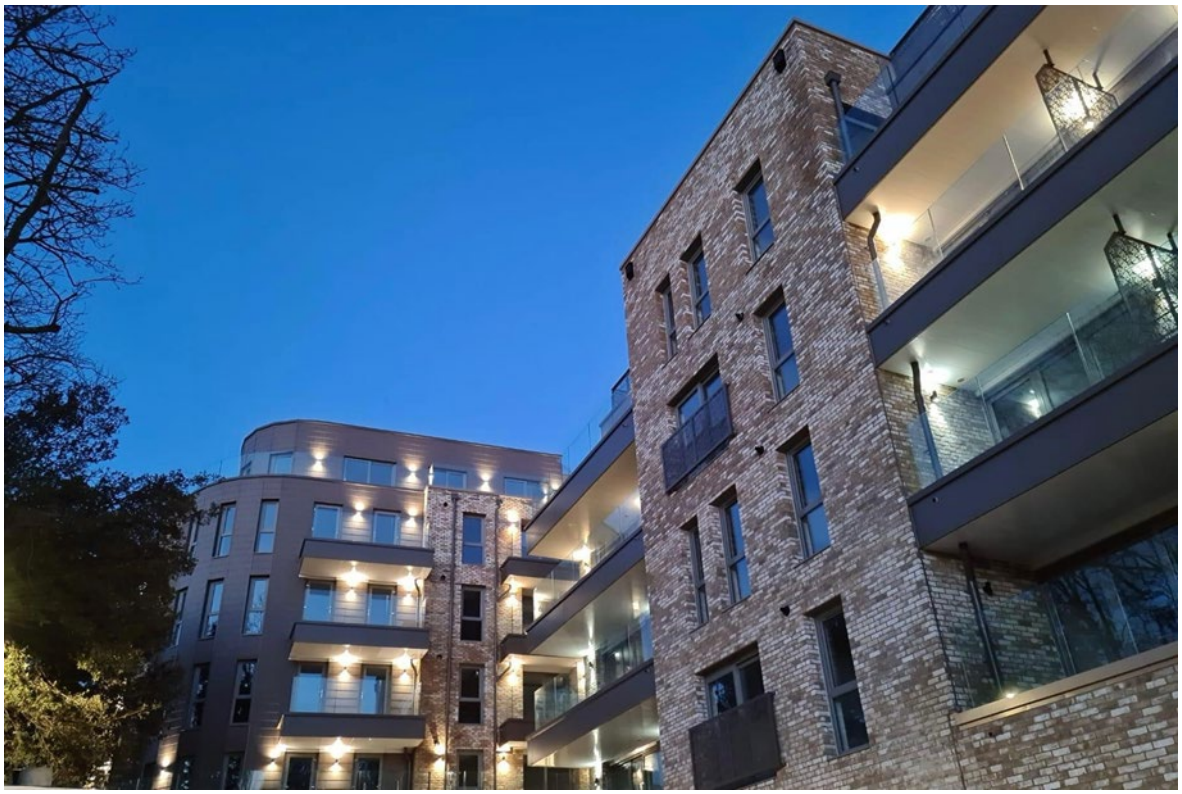
(a) to deliver an appropriate level of financial return to the Members, both as capital and revenue; and

(b) (unless otherwise agreed by the Members) to capture profit through direct development rather than pure land transfer.

Note Area is defined as " *the AAP Boundary as indicated by the red line set out of the Plan attached at* ***Error! Reference source not found.*** *including the Sites and any additional sites as agreed between the Parties from time to time (which may for the avoidance of doubt fall outside the Bournemouth administrative area)"*

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BournemouthDevelopmentCompany



"Treetops", completed February 2021

Partnership Business Plan

Status: Annual update
Prepared: May 2021

BournemouthDevelopmentCompany

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Glossary of terms

BDC	The Bournemouth Development Company LLP, the joint venture between The Council and Muse.
The Council	The Bournemouth, Christchurch and Poole Council
Muse	Muse Developments Ltd., part of the Morgan Sindall Group.
PSP	The private sector partner, being Muse Developments Ltd.
The Vision	The Bournemouth Town Centre Vision as set out in the Town Centre Area Action Plan (adopted March 2013).
BCP	Bournemouth, Christchurch and Poole.
DMA	The Development Management Agreement, between the Development Manager and BDC, relating to services to be provided to BDC and its development subsidiaries.
DM	The development manager, being Muse.
MA	The Members Agreement between The Council, CSE(Bournemouth) Ltd and BDC.
Option Agreement	The option agreement relating to a portfolio of properties situated in Bournemouth.
LGR	Local Government Reorganisation which resulted in the merger of the areas that were previously administered by the unitary authorities of Bournemouth and Poole, and the non-metropolitan district of Christchurch. It was created on 1 April 2019.
LLP	Limited Liability Partnership.
AAP	The Bournemouth Area Action Plan (adopted March 213)
SDP	Site Development Plan

The year ahead

We are delighted to report a very positive start to 2021.

At Durley Road, having commenced construction in January 2021, we will focus on the soft launch of the 46 apartments for sale in the Summer of 2021, with a show apartment opening in late 2021, ahead of practical completion in Q2 2022. The scheme is being delivered by Poole-based contractor, Parsons & Joyce.

Following practical completion of the Treetops scheme at St Stephens Road in February 2021, BDC will shortly complete the final account prior to the distribution of profit from the scheme.

Winter Gardens continues to be the priority project with the BDC team working with the Council to address viability issues arising from lost value, in particular covid-19 related operational impacts upon the leisure and restaurants markets resulting in loss of revenue and investor sentiment that these assets are now more risky, that form a significant element of the scheme, and increasing construction costs. We are committed to finding a route forward to commence construction in the next 12 months.

At Cotlands the scheme has not progressed at the pace we had hoped again due to the impact of covid-19 on the occupation of and demand for office space, but we are focused on driving this forward. We are targeting the submission of a planning application in early 2022.

Across the BDC optioned sites, BDC is working with the Council to agree a strategy in relation to public parking spaces that will enable it to accelerate the pace and scale of delivery.

At Eden Glen, Central and Pavilion Gardens we are working with the Council to agree how the required public car parking provision is delivered. Once this can be agreed, we will continue to develop proposals for schemes that will deliver new homes and cultural facilities into the town centre.

Following LGR the Council continues to review its estate and this may result in the release of the Town Hall Annex site where either new homes, employment space or a mix of the two could be accommodated.

On all of our sites, we will strive for excellence in sustainable design and delivery of the Vision in Bournemouth Town Centre.

Key targets for 2021

	Target 1	Target 2	Target 3
Durley Road	Maintain construction programme	Launch of residential apartments for sale June 2021	Show apartment launch November 2021
Winter Gardens	Address and solve viability 2021.	Secure scheme revisions through planning permission 2021.	Progress detailed design and procurement ahead of a start in 2022.
Eden Glen	Solve replacement public car parking issues 2021.	Progress scheme design to a planning application 2022.	Commence detailed design and contractor procurement 2022 / 2023.
Cotlands (Note below).	Secure major office occupiers and scheme funding solutions 2021.	Progress scheme design and MSCP planning application early 2022.	Commence detailed MSCP design and contractor procurement 2022.
Town Hall Annex	Council to conclude estate review.	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Central	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Bath Road North & South, Waterfront	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Richmond Hill	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.

Note: the Cotlands delivery strategy agreed to date is the re-provision of the public car park on York Road West before the Cotlands Road car park can be closed for redevelopment of a mixed-use office & residential-led scheme.

The 5-year plan

	Site		Activity	2021 Q1	Q2	Q3	Q4	2022 Q1	Q2	Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	Development Proposal:
On site	1	Durley Road	Feasability and scheme design																					44 apartment scheme for sale on open market.
			Planning Application																					
			Appeal																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings (resi led mixed use)																					
In development - Cabinet approved	6	Winter Gardens	Feasability and scheme design																					Residential-led mixed use with leisure, retail, café / restaurants and 225 space public car park to make up balance of 400 spaces for the area.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings (commercial)																					
			Sales and Lettings (residential)																					
	8	Eden Glen	Feasability and scheme design																					Development will be permitted for a variety of use but must provide a 64 space public car park with the majority of spaces available to Blue Badge holders.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	16	Cotlands / York Road West MSCP	Feasability and scheme design																					Mixed use to include employment / tertiary education, noting AAP requirement for with 420 space car park re-provision. Working assumption complete construction and
			Planning Application enabling MSCP York Road																					
			Detailed Design & Procurement enabling MSCP York road																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	16	Cotlands / York Road East	Feasability and scheme design																					Mixed use to include employment / tertiary education, noting AAP requirement for with 420 space car park re-provision. Consider site assembly with other Council surface car parks on York Road.
			Planning application																					
			Detailed Design & Procurement Cotlands																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
Proceed to Stage 1 SDP		Chapel Lane, Poole	Feasability and scheme design / procurement advice																					Residential-led mixed use
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	3	Town Hall Annex Civic Campus	Feasability and scheme design / Council estate review																					Development will be permitted for an employment / residential scheme that provides 114 space part-time public car park. Consider as an alternative residential.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and disposal																					
	11	Central	Feasability and scheme design / car parking reprovision review																					Residential scheme in the region of 200 units, noting AAP requirement for 400 space public car park.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	5	Richmond Hill	Feasability and scheme design / car parking reprovision review																					Development will be permitted for a variety of uses as long as the required 200 space [public car park is provided on site.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	9, 10, 17	Bath Road North, Bath Road South & Waterfront	Feasability and scheme design / design brief & car parking reprovision review																					Development will be permitted for a leisure, cultural and entertainment led scheme. Proposals to provide 375 space public car park.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
Monitor	12	Glen Fern	Feasability and scheme design																					Mixed use. Noting that a comprehensive redevelopment of the wider area, Glen Fern MSCP and Mercury House is desirable. Retain / provide a 398 space public car park.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Disposal																					
	2	West Hill	Feasability and scheme design																					Development will be permitted for a variety of uses as long as the required amount of public car parking is provided (200 spaces).
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					
	7	Winterborne Hotel (BIC Hotel)	Feasability and scheme design																					Development will be permitted for tourism. Noting that SWRDA / HCA support the development of a hotel training school, and that the site has planning for a hotel development.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and disposal																					
		BCP conurbation	Procurement advice																					BDC will respond to any request for a further strategic review of sites.
			Planning Application																					
			Detailed Design & Procurement																					
			Option execute date																					
			Construction																					
			Sales and Lettings																					

Preface: Review of 2020

Since 2011, the Members have worked well together combining the resource and strengths of both organisations to achieve a number of important milestones, which will enable the LLP to drive forward delivery of the Town Centre Vision. LGR has given the Council greater capacity and opportunity than BBC had.

2020 was dominated by the impact of Covid-19 which had a measurable impact upon our programme of delivery. However, since the last update, BDC achieved a number of milestones that enabled projects to progress:

June 2020	Successful procurement of Poole-based Parsons & Joyce to deliver the Durley Road scheme.
August 2020	Non-material amendment approval to changes to the Durley Road scheme including a revised energy strategy to reduce the carbon footprint of the scheme.
September 2020	Successful minor material amendment to the Winter Gardens scheme.
December 2020	Financial close of the Durley Road scheme enabling BDC to hand the site over to local contractor, Parsons & Joyce, to commence development of 44 homes for market sale. BDC, through a s106 payment, made a £360,000 investment to improving safety on local streets.
January 2021	Start of construction of 46 apartments at Durley Road.
February 2021	Completion and handover of 46 apartments at “Treetops”, on the former St Stephens Road car park, to the Council for private rent.
February 2021	Successful Strategy Review agreeing priorities and an agreed BDC / Council actions plan to enable more Option sites to be unlocked.

Financial summary 2020

The forecast draft financial statements of the Bournemouth Development Company LLP and its subsidiary Winter Gardens Development LLP show positive results for the year ending 31st December 2020. The consolidated profit for the period is £326k (2019: £384k) with retained earnings of £1.619m (2019: £1.279m). The group has net assets attributable to members of £14.798m (2019: £11.363m).

1 Introduction

1.1 2021 Partnership Business Plan

This is the Partnership Business Plan ('the Plan') for the operating year commencing April 2021, providing a rolling 5 year projection agreed by the LLP members, covering the strategic, operational business and governance framework of The Bournemouth Development Company Limited Liability Partnership ('the LLP') and follows the agreed form business plan criteria (Schedule 2 of the Members Agreement).

The LLP is a joint venture between Bournemouth, Christchurch and Poole Council ('the Council') and Muse Developments ('Muse'), through a wholly owned subsidiary of Muse.

The LLP is an active development partner and regeneration catalyst for the delivery of the Bournemouth Town Centre Vision.

The Plan forms an overarching strategic framework, informing and integrating the individual Site Development Plans. As such, it serves as a management tool for the Council and the the Private Sector Partner (PSP), Muse Developments Ltd. ("the Members") and Representatives and provides strategic guidance in delivering Partnership Objectives (see section 1.2.2 below).

The Plan is updated annually by the Development Manager and presented to the LLP Board and Members for approval. It is also amended to reflect changes to existing, and adoption of new, Site Development Plans as agreed by the Members from time to time.

1.2 The strategic management objectives of BDC

The Plan is based on the premise that Members are committed to working in partnership to achieve the Partnership Objectives, informed by the aspirations and drivers underpinning the Bournemouth Town Centre Vision and the Council's regeneration objectives.

The Councils regeneration objectives, encompassed in its wider Big Plan and Corporate Strategy (as below), have evolved recently and there are current reviews of the Local Plan and Local Transport Plan. It follows that a review of the Town Centre Vision and Partnership Objectives is needed to ensure that BDC and the Council remain aligned in their ambitions and delivery strategy.

1.2.1 The BCP Council Big Plan

The Council announced its Big Plan in March 2021 which

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

BDC, through its programme of active investment in the town, is well placed to

- *contribute to the Iconic cityscape and quality of the urban environment;*
- *work with the Council on the Pavilion Gardens project to deliver the desired "vibrant arc at the heart, linking Bournemouth Pier with the Pavilion and a renewed and revitalised Bournemouth International Centre";*
- *invest in the physical and digital **infrastructure** of our coastal city region, to ensure that BCP has the best connectivity in the country – whether through superfast broadband and digital connectivity or through land, air and sea transport; and*
- *deliver development that exploit the full potential of digital to make BCP a genuinely smart city region.*



1.2.2 The Council Corporate Strategy

We continue to align BDC activity to the Council's Corporate Strategy. This includes addressing each priority within the Corporate Strategy in relation to our developments.

Sustainable Environment includes adopting a Fabric First design approach, with appropriate air permeability to optimise energy consumption. Also, working with our partners, providing employment for local labour and businesses during the pre-development, development and operation of the buildings long term. Across our sites and recognising their historic role in the development of the conurbation, we will continue to replace decaying trees with healthy specimens for the benefit of future generations.

Dynamic Places includes delivering vibrant town centre homes for a blend of residents while investing in homes for rent for local residents who are not ready to buy, as well as other uses to meet demand for new and complement existing provision. We will invest in active street frontages such as Turtle Bay on the Citrus Building, and sustainable and accessible infrastructure, for example through our programme of public car park re-provision.

Connected Communities through the provision within our schemes of shared facilities, gardens, cycle storage and open space. we will deliver a blend of generational housing with rented homes, homes for sale and age friendly homes within a safe community of well-maintained walkways and communal areas.

Brighter Futures includes providing site visits to share experience, education and learning for local schools and colleges.

Fulfilled Lives in creating a safe and happy environment, with easy access to the town centre, lower gardens and seafront for age friendly community development residents to live independent lives, while promoting active healthy lifestyles with the development of leisure space, cycle storage and public realm areas for public enjoyment.



1.2.3 The Town Centre Vision

The Vision is set out in the Bournemouth Town Centre Area Action Plan (adopted March 2013).

By 2026 Bournemouth Town Centre will be rejuvenated so it will be even better, more competitive and renowned as a place of high quality for residents, visitors, businesses and students. All changes in the Town Centre will be driven by the need to raise its image and profile as a high-quality coastal garden town. Doing this will ensure the Town Centre is:

- *A better place to live;*
- *A better place to visit;*
- *A better place to work;*
- *A better place to invest;*
- *A better place to learn; and*
- *A better place to socialise.*

BDC acknowledges the Vision objectives as follows:

1. *Celebrate the town's heritage by protecting and enhancing the historic gardens, quality buildings and general appearance.*

2. *Ensure new development is sustainable, well designed, and responds to the positive characteristics of the Town Centre.*

3. *Provide a high quality, safe and attractive network of streets and public spaces that incorporates public art, green infrastructure and opportunities for play and events.*

4. *Ensure the Town Centre is a welcoming place where everyone can easily find their way around.*

5. *Ensure the Town Centre is a sustainable and accessible place that provides a more positive experience for pedestrians, disabled people, cyclists and public transport users.*

6. *Maintain access for private vehicles, providing public car parking to support the vitality and viability of the Town Centre.*

7. *Provide an overall mix of uses in order to encourage people to come to the Town Centre more often and stay longer.*

8. *Increase and improve the quality and relationship between retail, leisure, cultural and entertainment uses so that the Town Centre has activities for everyone to enjoy both during the daytime and evening.*

9. *Strengthen the role of the Town Centre as a key focal point for employment and tertiary education, and encourage stronger links between enterprise and local colleges, universities and schools.*

10. *Ensure that tourism and conferences remain a key part of the Town Centre economy.*

11. *Ensure the Town Centre becomes a more attractive place to live for a wider range of people, by offering a mix of quality new homes and community facilities that support an increased population.*

1.2.4 Partnership objectives

The LLP itself has a number of Partnership Objectives in relation to the development of Bournemouth Town Centre. The Partnership Objectives are an integral part of the strategic management and operational business activity of the LLP and are set out in the Members' Agreement as summarised below:

The Objectives of the LLP in relation to the Area (as defined at 3.2 below), any site and / or any Additional Site are: -

Regeneration Objectives

- Maximise the full economic potential and kick start wider regeneration
- Improve Bournemouth's competitiveness as a place to live, work, and shop
- Drive the demand for new homes and jobs in the town centre
- Create a vibrant, 24/7 residential and visitor community
- Create and improve access, signage, landscaping, road and public transport

Design and Standards Objectives

- Deliver development that is innovative in design and quality, and exemplar in terms of all aspects of sustainability, integrating social, economic and environmental goals
- Deliver inclusive, diverse, high quality, safe public spaces and landscapes
- Develop parts of the town centre with designated areas of distinct identity and with high quality public realm areas, providing a sense of arrival and place
- Conserve and enhance the architectural style of the town as a historic public realm
- Improve the public realm to make the town more pleasant to experience on foot

Delivery Objectives

- Bring forward development of the Sites and any further land identified in phases within a timescale which responds positively and quickly to market demand for commercial, residential and other development
- Work in partnership with and in dialogue, consultation and engagement with the local communities, residents, stakeholders and the Council

Commercial

- Deliver an appropriate level of financial return to the Members
- Capture profit through direct development rather than pure land transfer.

1.3 Economic benefits

The overriding aim of the LLP is to act as the delivery mechanism of the Town centre Vision, which will bring forward a broad spectrum of benefits to the Town.

Development of sites will generate capital receipts and revenue to BDC and the Council:

	BDC	Council
Land capital receipt		✓
Profit	✓	✓
Long term revenue / credit enhancement		✓
Enhanced asset base		✓
S106 and CIL contributions		✓
Domestic and non-domestic rates		✓
Public realm improvements		✓
Quality of design		✓
Provision of Infrastructure		✓

Profit generated by BDC schemes is distributed between the Members in accordance with para 26 of the MA.

Through BDC, the Council has secured investments

- in the A3 restaurant operated by Turtle Bay at the Citrus Building;
- 46 apartments at “Treetops” at St Stephens;
- through a “lease wrap” structure the reversionary interest in the 378-bed student accommodation scheme at Madeira Road; and
- replacement public car parking at Madeira Road (400 spaces) and Berry Court (155 spaces).

The Council has also approved the purchase of 123 apartments, to be operated as build to rent homes for private rent, as well as public parking at the Winter Gardens.

BDC will, through development and investment activity, aim to act as a catalyst for additional investment in the Town centre from other investors.



1.4 Operational Management

1.4.1 Delivery - human resourcing of the LLP

The principle human resource is the Development Management team, provided by Muse as set out in the Development Management Agreement.

1.4.2 Delivery – working capital

In accordance with the Members' Agreement and agreed Site Development Plans, the PSP provides working capital to the LLP to fund the operation of the business.

1.4.3 Commercial

The LLP leverages the skills, capacity and delivery capability of its Members and the Development Manager to generate appropriate returns to its Members by active development and management of Council land. Where appropriate, strategies for risk transfer to 3rd parties are considered.

1.4.4 Best value

The LLP is committed to the delivery and creation of best value across all areas of its activity, including:

- Land transfer
- Development and supply chain services
- Provision of services to the LLP or its subsidiaries

This is in accordance with the Procurement Policy, set out in the Members' Agreement and the Market Valuation mechanism for sites transferred from the Council as set out in the Option Agreement.

1.4.5 Performance specification

In accordance with the Development Management Agreement, the LLP employs Muse as Development Manager (DM) for the delivery of Development Management Services.

Throughout the business and development activity of the LLP, and that of the DM and supply chain partners, an ethos of collaborative working is encouraged and promoted, to enable:

- Development of close working relationships between parties, underpinning efficiencies in delivery and enhanced decision making
- Compliance with best practice principles and relevant Council Policies
- Delivery of efficient operational performance
- Identification of partnering challenges and remedial strategies
- Development of effective communication, transparency and sharing of best practice methodologies and solutions

Key performance indicators (KPI's) are set out at Schedule 4 of the DMA.

1.4.6 Risk management

Effective risk identification and management is an essential and dynamic business process. The Partnership Board is responsible for identification, assessment and management of the key business risks facing the LLP.

A project Risk Register will be produced for each site. This provides an overarching risk management tool, consolidating risk management best practice that potentially arises at both LLP and at development subsidiary level. Further site-specific risk analysis is undertaken as part of the Site Development Plan approval process.

1.4.7 Corporate governance

The Partnership Board is responsible for the strategic management and direction of the LLP and is accountable to the Members in accordance with the Members' Agreement. The Partnership Board has and will continue to adopt and implement best practise in the form of corporate governance and risk management.

2 Partnership structure

2.1 Principles

The LLP is structured on the principles of equal sharing of risk and reward by the Members, with parity between. At all times the Members need to meet their fiduciary duties to the LLP, and the Council needs to meet its statutory including fiduciary obligations to the electorate.

2.2 Framework

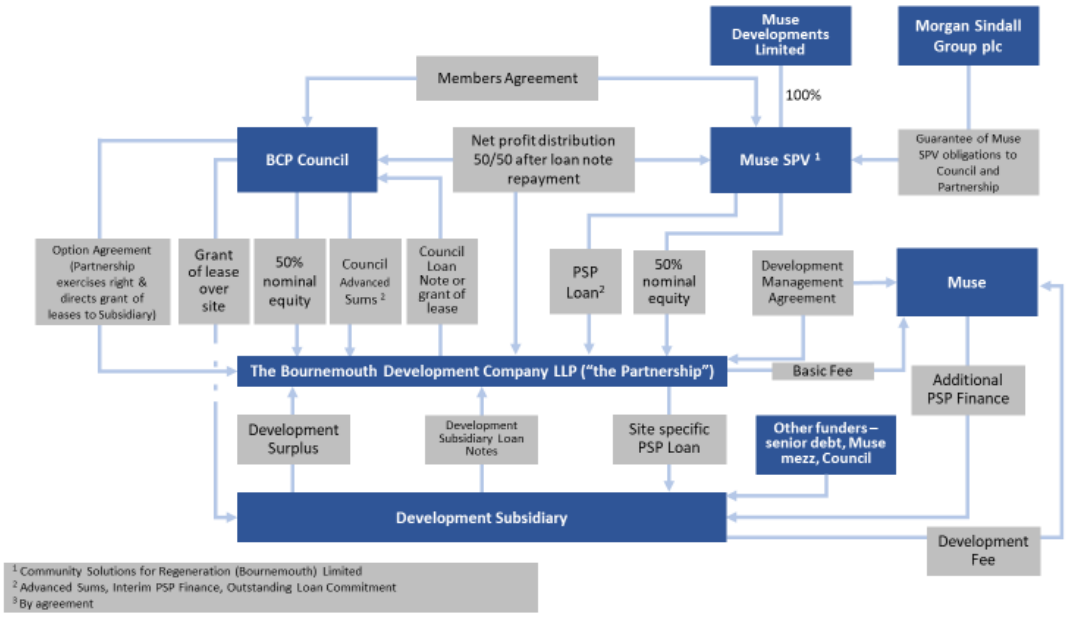
The LLP conducts its business activity in accordance with the following contract documents,

- Members Agreement (MA)
- Option Agreement; (OA) and
- Development Management Agreement (DMA).

2.3 LLP structure

The diagram below sets out the structure or indicative structure for the LLP, including subsidiaries, and provides details of key relationships, contract structure, loan note structure and key fund flows.

On 4 January 2021 the shares in Community Solutions for Regeneration (Bournemouth) Limited, which were previously held by Morgan Sindall Investments Limited, transferred within the Morgan Sindall Group to Muse Developments Limited.



2.4 Subsidiary LLP structure

Once option conditions have been satisfied, development will be taken forward by an LLP subsidiary, which will be formed in accordance with the Members' Agreement. The benefits of this structure are to:

- ring fence the development of specific sites
- enable the individual entities to raise development specific finance; and
- provide the flexibility to enter into joint venture arrangements

Joint ventures will be considered with third parties such as other landowners, investors and developers who can enhance the performance of the LLP by

- providing a project specific delivery capability
- introducing project finance, either as debt, equity or possibly a forward funding commitment
- helping with site assembly that helps to deliver Partnership and wider Council Regeneration Objectives
- sharing in the risk (and reward) of a project

Any proposed joint venture arrangements will be discussed with the Council teams, with a preferred option (if any) being presented to the Partnership Board and Members for approval.

2.5 Strategic management

The strategic direction and management of the LLP is the responsibility of the Partnership Board. Certain decisions are reserved back to the Members for approval in accordance with the Delegation Policy annexed to the Members' Agreement.

The Board currently comprises three nominated representatives from The Council and three from Muse. Partnership Board meetings are determined to be quorum with at least two Representatives from each Member present. Representatives from each Member vote collectively with a single vote.

Council representatives are:

- Cllr Mike Brooke
- Cllr Nigel Brook
- Cllr Beverley Dunlop

Muse representatives are:

- Michael Auger
- James Stockdale
- David Hoyle

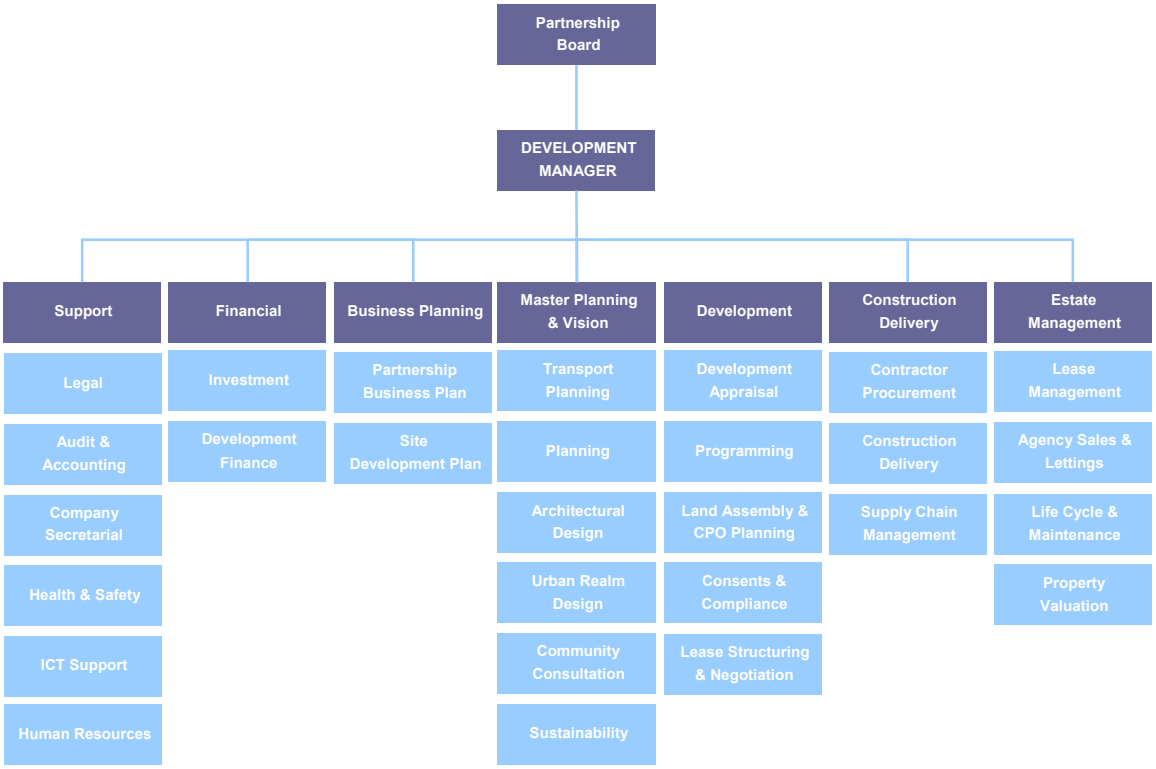
2.6 Operational management

The LLP has appointed Muse (following the novation of the DMA from MSIL to Muse) as Development Manager (DM). The scope of DM services, terms and conditions and remuneration are set out in the Development Management Agreement.

Key services include the following:

- Management of day-to-day operations
- Management of overall development activity
- Operational reporting on a regular basis to the LLP
- Production, maintenance and review of Site Development Plans and Partnership Business Plans

In order to perform the necessary services to the LLP the following work streams have been identified as set out below:



As DM, Muse manages the above work streams, leveraging internal resource as well as that of external advisors, service providers and the Council, where appropriate.

2.7 Communications

Liz Lean PR, who are based in Poole, are the LLP's communications and marketing advisor. Their remit is to forward plan, engage and deliver public relations activity with the local community and other stakeholders.

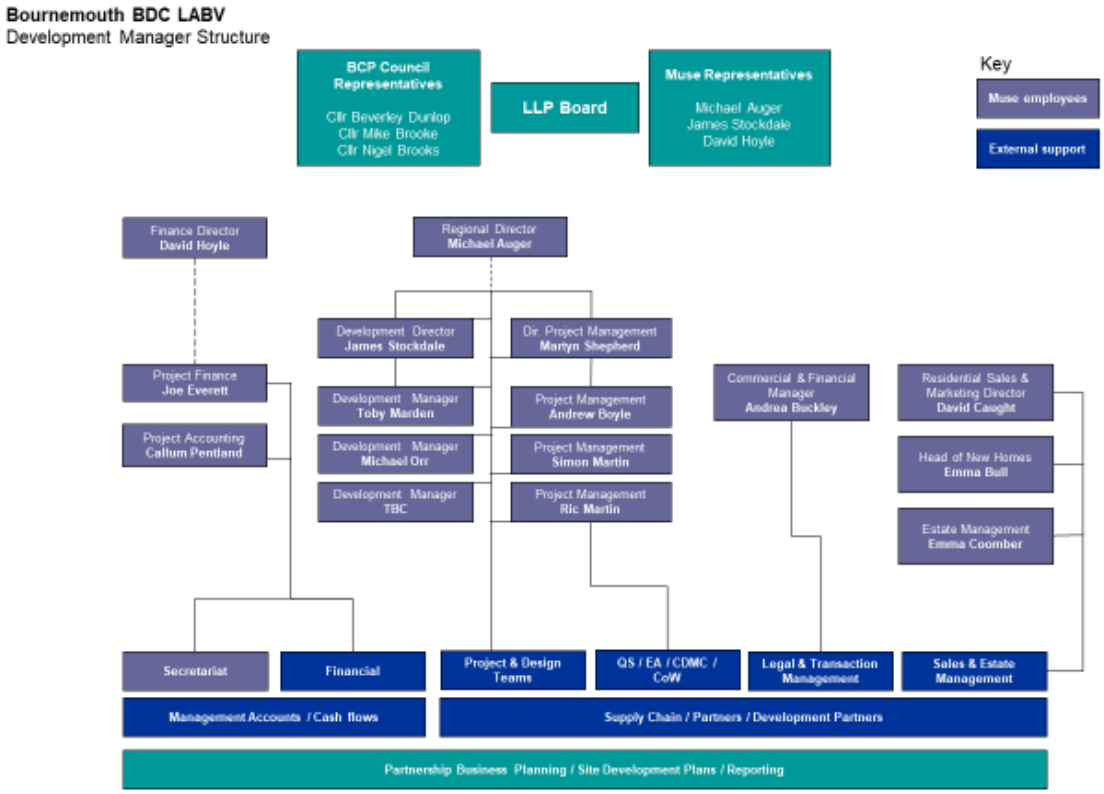
Liz Lean has refreshed the key messages, a copy of which is enclosed at **Appendix B**.

2.8 Office accommodation

Muse has offices located in the Bournemouth town centre being used by the Development Management team. The location, adjacent to the Town Hall, is convenient and accessible, enabling better communication between the Members which underpins the relationship.

2.9 Resource

BDC has a Development Management Agreement with Muse to provide services to the BDC and its development subsidiaries. The day to day management and development role is undertaken by a small team of Muse employees, working from offices in London and in Bournemouth. They are supported by an 'in-house' residential sales & marketing team, new homes / aftercare team, legal team, accounting and secretariat team, based in London.



When additional resource is required, potential employment and/or secondment of suitable staff will be considered.

2.10 Corporate policies

The Policies of the LLP have been established in line with best industry practice and include, but not exclusively, health and safety, quality, human resources, discrimination, and environmental policies.

Whilst the LLP is an independent development business, its policies have regard to and accord with those of the Members as identified in the Members Agreement.

The LLP has produced and adopted its own:

- Health & Safety Policy (revised and approved April 2018)
- Equality & Diversity Policy (revised and approved April 2018)
- Sustainability Policy (revised and approved April 2018)

2.11 Quality management and quality assurance

The LLP's approach to Quality Management and Assurance is one of continuous improvement. The LLP is covered by Muse's ISO and benefits from a fully comprehensive quality policy and manual that is updated on a regular basis.

This policy covers all areas of the Partnership's work and includes quality

- control of work and output
- assurance in what is provided and
- management.

2.12 Health & safety management

The LLP takes Health and Safety with the utmost seriousness and a Health and Safety Policy has been adopted.

This ethos toward Health and Safety will continue to be extended to all partners, design and professional team appointments and contractors. The appointments focus around the Principle Designer and Principle Contractor.

2.13 Sustainability

The Bournemouth Development Company prides itself on working locally and within the community, represented by local members of the community through Bournemouth, Christchurch and Poole to optimise the value added both economically in terms of returns for the Council in potential revenue income and also capital receipts, as well as for the community providing employment and new homes in the town.

There is a key focus on local employment and local labour which is passed onto contractors to provide employment for local people during the construction period. This also has a positive impact on our Carbon Omissions with a reduced number of miles travelled to the site.

Long-term improvements to the community are delivered with new homes, café and restaurants, employment space and leisure facilities in the town with new safe and well set out car parks on what used to be under used surface car parks. The developments include cleaning up and landscaping large areas of undergrowth in the town centre through construction and also through charity fundraising events.

Working with the supply chain is key to achieving a sustainable build, including 100% sustainable timber being procured, and the use of local suppliers to reduce our carbon footprint. Our sustainable policies are passed down to the Contractors along with our Local Employment Policy which has been signed up to along with the Council and the local Job Centre to also encourage a number of Apprenticeships to help create the next generation of skilled construction workers.

Keeping people safe including visitors, subcontractors, workers and reducing the number of accidents on site during the build period are a priority. Also creating a safe place to live, visit, work, invest, learn and socialise once developments are complete as set out within the Town Centre Vision.

Developing a talented team to deliver the challenging developments we have achieved within Bournemouth has been key to our success. Motivation, innovation and development is ongoing as we evolve with changes within the town and the environment.

2.14 Professional services

The LLP continues, where appropriate, to draw upon the experience of local professional firms who can demonstrate a track record of delivery and are passionate about the benefits the LLP can bring to Bournemouth, Christchurch and Poole.

Details of the core design teams are included within the individual Site Development Plans. Further appointments will be procured in accordance with the Procurement Policy.

2.15 Supply chain

BDC will procure its supply chain in accordance with the Procurement Policy at Schedule 8 of the MA.

2.16 Strategic services

The purpose of the strategic advisor role is to provide the LLP with the ability to plan its activity and resource allocation around a number of forward-looking initiatives which relate directly to its role as a delivery vehicle of the Vision. At a practical level, this will be achieved by way of day-to-day advisory as appropriate, with periodical input into the business planning and reporting activity of the LLP.

The on-going requirement for Strategic Advisors and the current status of appointments is:

Role	Advisor	Status
Communications	Liz Lean PR	Retained & active
Master Planning & Planning	To be confirmed	To be instructed as required
Transport and Car Parking	Alan Baxter Associates	To be instructed as required

Legal	Eversheds, Pinsent Mason, Womble Bond Dickinson	To be instructed as required
Tax	To be confirmed	To be instructed as required

The LLP will continuously review the need and merit of procuring strategic services, with any engagement having regard to:

- The independence of the LLP in discharging its role and objectives;
- Performance of the Council in discharging its statutory obligations;
- Management of potential conflicts of interest arising from time to time;
- The ability of service providers to complement and enhance services provided by individual Members;
- Principles enshrined in the Procurement Policy; and
- Commercial protection of the LLP.

3 Development programme

3.1 Annual strategy review

Following the February 2021 Annual Strategy Review by The Board, the LLP has agreed a revised development programme for all sites as attached as **Appendix A**. This is subject to on-going review and will change in response to specific demand and opportunity to deliver sites during the life of the Partnership. The detailed timeline for each site will be reflected in individual SDP's.

The LLP will also monitor development activity on other sites around the Town Centre to establish pipeline and delivery of potentially competing schemes. The Partnership will aim to deliver sites when demand is improving and competing supply is constrained to maximise revenue and profit.

3.2 Operational area

BDC has a remit to operate within "The Area". The Area is defined in the Members Agreement (Schedule 1) as

"the AAP Boundary as indicated by the red line set out of the plan attached at Schedule 14 including the Sites and any additional sites as agreed between the Parties from time to time (which may for the avoidance of doubt fall outside the former Bournemouth administrative area)".



Since LGR in April 2019, the Council and BDC has reviewed the opportunity for BDC to operate outside of Bournemouth Town Centre and are taking QC advice on the ability of BDC to develop sites within the new administrative boundary of Bournemouth Christchurch and Poole. BDC aims to have this advice formalised by the end of May 2021 ahead of further discussions with the Council. As such, BDC will not progress the Stage 1 SDP for the Chapel Lane site in Poole town centre until it has received QC advice.

Through its investment in BDC, the Council has demonstrated its appetite for development and investment activity in Bournemouth town centre. This has undoubtedly been a catalyst to attract third party investment activity, creating a ripple of investment interest across the wider conurbation.

3.3 Area Action Plan (AAP)

The AAP was adopted by Bournemouth Borough Council as policy in March 2013.

The LLP will have regard to the AAP to determine the proposed mix and use of their sites. Where a departure from the AAP can be justified, for example to meet a specific occupier requirement, or as part of a comprehensive site assembly redevelopment and regeneration, the LLP will engage with the Council.

3.4 The BCP Local Plan

The Council is currently exploring the future shape of a local plan for the new BCP conurbation. As part of setting up BCP the Government has approved consequential orders that specifically require a new BCP wide local plan is adopted by 2024.

3.5 Planning

3.5.1 Planning Performance Agreements

BDC will consider entering into a planning performance agreement (PPA) with the Planning Authority on a site-specific basis.

3.5.2 Appropriation

The Council has the power to:

a) acquire land by agreement for planning purposes pursuant to section 227 of the Town and Country Planning Act 1990; and

b) to appropriate land that it already owns, and which is no longer required for the purpose for which it is held, for any other purpose for which it is authorised by statute to acquire land pursuant to section 122 of the Local Government Act 1972.

Collectively these are the Appropriation Powers.

Planning purposes means an acquisition (or appropriation) which will facilitate the carrying out of development, re-development or improvement which is likely to contribute to the economic, social or environmental well-being of the area, or which is required in the interests of the proper planning of the area in which the land is situated.

The Council has previously approved and continues with the BDC recommendation to exercises its Appropriation Powers in respect of the following sites as part of the Cabinet approval of the previous PBP:

- Site 3, Town Hall Annex
- Site 8, Eden Glen
- Site 11, Central Car Park
- Site 12, Glen Fern
- Suite 5, Richmond Hill
- Site 1 Durley Road
- Site 4 St Stephens
- Site 6 Winter Gardens and adjoining land registered at the Land Registry under title numbers DT83730 and DT203839 [and DT451745]
- Site 9 Bath Road North
- Site 10 Bath Road South
- Site 16 Cotlands
- Additional sites at
    - York Road East car park
    - York Road West car park
    - Chapel Lane, Poole

3.6 Development activity

Development activity and milestones are defined in the DMA (schedule 2):

Stage 1	Draft SDP
Stage 2	Managing the design development process and submission of planning application as per the SDP
Stage 3	Managing the process to satisfaction of the Viability Condition
Stage 4	Contractor procurement and management of construction
Stage 5	Sales
Stage 6	Property Management

Since the formation of the Partnership in February 2011, BDC has worked on 14 of the 17 option sites plus Chapel Lane in Poole. Progress on these sites is summarised below.

3.7 Completed projects

3.7.1 Madeira Road West –Student Accommodation (SA)

This project, which delivered 378 purpose-built bedrooms for the Arts University Bournemouth, was completed on time and to budget on 26th August, 2014. The building was officially opened on 3rd October 2014.



3.7.2 Madeira Road West –Multi-storey car park (MSCP)

This project re-providing 400 public car parking spaces was completed on time and to budget on 28th February 2014. The facility was officially opened on 12th March 2014.



3.7.3 Site 14 Leyton Mount (Citrus Building)

The 64-home Citrus Building, together with the Turtle Bay restaurant, was completed on time and to budget on 24th March 2015.



3.7.4 Site 13 Berry Court

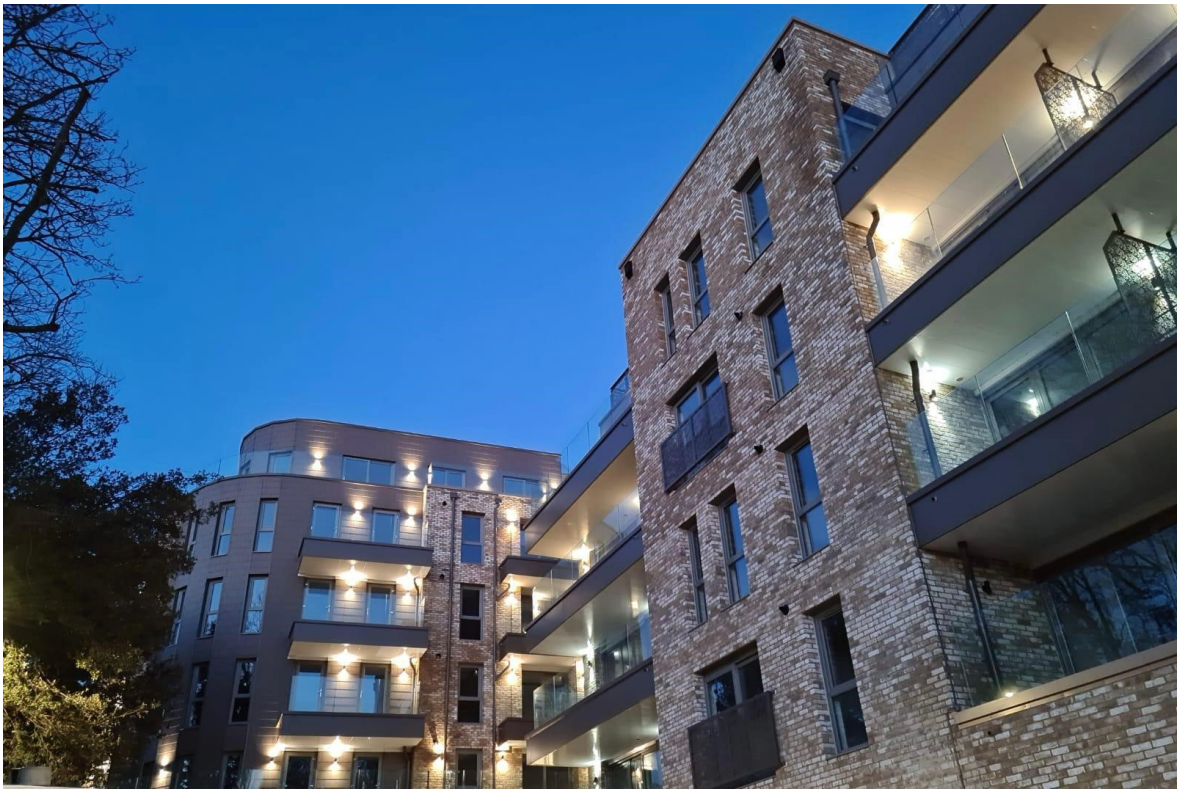
A joint-venture with Radian Housing, the 113-home build to rent scheme was delivered, alongside the re-provision of 155 public parking spaces, on time and to budget on 10th August, 2018.





3.7.5 Site 4 St Stephens Road (Treetops)

The 46-home scheme, to be owned and managed by the Council, was completed on time and to budget on 15th February 2021.



3.8 Live projects – construction phase

3.8.1 Site 1: Durley Road

Activity	Status
Development proposal	An open market residential development of 44 apartments.
Programme	Start on site January 2021 with a practical completion in May 2022.

		Site		Activity	2021 Q1	Q2	Q3	Q4	2022 Q1	Q2	Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	Development Proposal:
On site	1	Durley Road		Feasability and scheme design																					44 apartment scheme for sale on open market.
				Planning Application																					
				Appeal																					
				Detailed Design & Procurement																					
				Option execute date																					
				Construction																					
				Sales and Lettings (resi led mixed use)																					



3.9 Live projects - Stage 1 SDP adopted / pre-construction

3.9.1 Site 6: Winter Gardens

Activity	Status
Development proposal	A mixed-use development comprising leisure, community and residential.
Status	BDC are progressing discussions to fund the scheme with a target financial close in Q2 2022 and start on site Q3 2022.

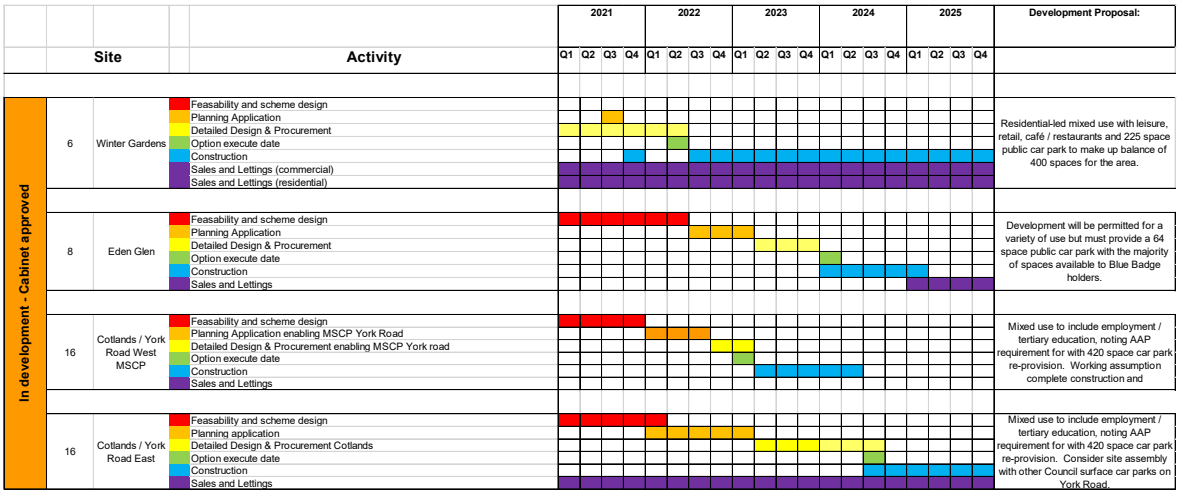
3.9.2 Cotlands Road / York Road

Activity	Status
Development proposal	A mixed-use scheme that will complement an employment-led scheme including high quality public realm, café / restaurants and public parking (420 spaces).
Status	Council Cabinet adopted SDP in February 2019 and January 2020. In discussion with the Council, it has been agreed that the first phase of the scheme will be the construction of the new public car park. Once complete and operational, the main Cotlands site will be closed and redevelopment can commence.

3.9.3 Eden Glen

Activity	Status
Development proposal	A residential-led mixed use.
Status	The Council's Cabinet adopted the SDP in October 2018. The onsite public car parking re-provision is preventing BDC from progressing this scheme. One option is to provide the parking in the Winter Gardens scheme. Subject to Winter Gardens progress we hope to work up proposals prior to submission of a planning application in mid 2022.

3.9.4 Programme & activity summary



3.10 Pipeline projects

In addition to the above sites, the LLP is proposing to bring forward and / or evaluate a number of new sites during the course of 2021.

3.10.1 Pipeline sites

Site	Proposed use

Chapel Lane, Poole *Status*	A residential-led mixed scheme. Stage 1 SDP drafted and pending Council review of procurement options & QC advice.
Town Hall Annex *Status*	A residential or office-led mixed scheme Proceed to Stage 1 SDP pending confirmation from the Council that site is surplus to estate needs.
Central *Status*	A residential-led scheme with a mix of tenure types and target markets. An exciting design will need to make best use of the elevated nature of the site, optimise views and attract aspirational buyers to the Town. Review strategy to re-provide 400 public parking spaces and then proceed to Draft Stage 1 SDP.
Richmond Hill *Status*	A sustainable residential led "beacon" scheme consisting of commercial on the ground floor level above car parking and residential, with a mix of First Homes, open market sales and affordable. Review strategy to re-provide public parking and then proceed to Draft Stage 1 SDP.
Bath Road North, Bath Road South and Waterfront *Status*	"Pavilion Gardens"*:* A mixed-use development including leisure, culture, and entertainment uses to complement the Pavilion and encourage greater footfall along Westover Road. Review development brief and strategy to re-provide public parking and then proceed to Draft Stage 1 SDP.

3.10.2 Programme & activity summary

		Site		Activity	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
Proceed to Stage 1 SDP		Chapel Lane, Poole		Feasability and scheme design / procurement advice																				
				Planning Application																				
				Detailed Design & Procurement																				
				Option execute date																				
				Construction																				
				Sales and Lettings																				
	3	Town Hall Annex Civic Campus		Feasability and scheme design / Council estate review																				
				Planning Application																				
				Detailed Design & Procurement																				
				Option execute date																				
				Construction																				
				Sales and disposal																				
	11	Central		Feasability and scheme design / car parking reprovision review																				
				Planning Application																				
				Detailed Design & Procurement																				
				Option execute date																				
				Construction																				
				Sales and Lettings																				
	5	Richmond Hill		Feasability and scheme design / car parking reprovision review																				
				Planning Application																				
				Detailed Design & Procurement																				
				Option execute date																				
				Construction																				
				Sales and Lettings																				
	9, 10, 17	Bath Road North, Bath Road South & Waterfront		Feasability and scheme design / design brief & car parking reprovision review																				
				Planning Application																				
				Detailed Design & Procurement																				
				Option execute date																				
				Construction																				
				Sales and Lettings																				

A more detailed timeline will be submitted for each project as part of the Stage 1 Draft SDP.

3.11 Key targets for 2021

BDC will strive to achieve the following milestones across its pipeline of projects over the next 12 months.

	Target 1	Target 2	Target 3
Durley Road	Maintain construction programme	Launch of residential apartments for sale June 2021	Show apartment launch November 2021
Winter Gardens	Address and solve viability 2021.	Secure scheme revisions through planning permission 2021.	Progress detailed design and procurement ahead of a start in 2022.
Eden Glen	Solve replacement public car parking issues 2021.	Progress scheme design to a planning application 2022.	Commence detailed design and contractor procurement 2022 / 2023.
Cotlands (Note below).	Secure major office occupiers and scheme funding solutions 2021.	Progress scheme design and MSCP planning application early 2022.	Commence detailed MSCP design and contractor procurement 2022.
Town Hall Annex	Council to conclude estate review.	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Central	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Bath Road North & South, Waterfront	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.
Richmond Hill	Review strategy for public car park re-provision	BDC to progress Stage 1 Site Development Plan.	BDC to progress design towards a planning application.

3.12 5-year programme

A comprehensive summary of all BDC activity for the next 5 years is detailed at Appendix A.

3.13 Third party sites

Bournemouth town centre continues to attract further investment from a number of third-party investors and developers. The Partnership is monitoring a number of sites that are controlled by other developers.

4 Movement, parking and transport policy

4.1 Introduction

This section of the Plan was updated by Alan Baxter Ltd in 2019 and will be reviewed again once The Council has concluded a review of its approach to car parking.

4.2 Policy review

The Parking and Transport Policy is informed by and has regard to the:

- Town Centre Vision Programme Objectives,
- Local Transport Plan,
- Core Strategy, and
- Town Centre Area Action Plan.

An outline assessment of the impact of proposed developments on movement and parking provision will be provided for in each of the proposed Site Development Plans.

4.2.1 Bournemouth, Poole and Dorset Local Transport Plan 3

LTP3 was adopted in April 2011. This document sets out the strategy for the delivery of a first class transport system between 2011 and 2026. The vision set out is for "A safe, reliable and accessible low carbon transport system for Bournemouth, Poole and Dorset that assists in the development of a strong low carbon economy, maximises the opportunities for sustainable transport and respects and protects the area's unique environmental assets".

The Council has advised that it will soon be developing LTP4 to supersede LTP3 thereby updating BCP's Local Transport Plan (LTP) Policy and resetting the transport ambitions up to 2038. This will be aligned with BCP's emerging Local Cycling and Walking Infrastructure Plan (LCWIP), the Bus Service Improvement Plan (BSIP), Priorities from the Western Gateway Sub-National Transport Body (WGSTB) and central government policies including Gear Change and De-carbonising Transport.

4.2.2 Bournemouth Local Plan: Core Strategy

The Core Strategy was adopted in October 2012. Key themes in the strategy relate to preparing for climate change, promoting a healthy society and delivering sustainable communities. The sustainable communities' theme in particular is strongly linked to transport with reference made to improving accessibility through direct, attractive and convenient pedestrian and cycle links and locating new development adjacent to high frequency public transport corridors and in strategic locations like the town centre. Within the Transport chapter it is stated that the character of South East Dorset and Bournemouth in particular means that a conventional city centre traffic restraint strategy is not appropriate.

From the Core Strategy it seems that there is no intention to deliver a Park and Ride for Bournemouth prior to 2026. However, reference is made to the longer term potential for a network of park and ride sites across South East Dorset.

The Council reports that the review of the Local Plan is now well underway. As part of the initial (Regulation 18) consultation in autumn 2017, it was suggested that key issues to consider could include how to ensure the provision of adequate transport infrastructure, reduce congestion and encourage sustainable transport, and how to ensure adequate parking provision to meet the need for public and private spaces. The consultation document recognises the benefits of promoting development in dense, accessible areas like the town centre, but also recognises the conflicting challenges of promoting more sustainable patterns of movement and reducing reliance on the private car, with continuing to cater for current and predicted car parking demands. These challenges will need to be carefully balanced in any revised car parking policy that may emerge from the Local Plan Review.

4.2.3 Bournemouth Local Plan: Town Centre Area Action Plan

The Town Centre AAP was adopted in March 2013. In terms of transport this document sets out a strategy to make it easier for pedestrians and cyclists to move around, improve conditions for public transport, create attractive streets, improve safety, and maintain traffic circulation and access to public car parking.

The Town Centre AAP also forms part of the Local Plan that is currently being reviewed. It includes key policies on development sites and the strategy for maintaining levels of public parking provision across the town centre (see section 4.3 below). As noted, the conflicting policy challenges of promoting sustainable movement and accommodating demands for car parking will need to be carefully balanced in any revised car parking policy that may emerge from the Local Plan Review.

4.2.4 Parking Supplementary Planning Document (adopted January 2021)

The Parking SDP introduced a number of design standards with implications for development projects. The context for the SPD is set out in the Background section:

"The Parking Standards SPD will support the actions of BCP Council's Corporate Strategy to tackle its commitment to the declared climate change and ecological emergency by helping to prioritise opportunities to walk, cycle and use public transport. The approach to parking requirements fits with the actions listed under three priority areas:

1. *To lead communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come.*
2. *To support an innovative, successful economy in a great place to live, learn, work and visit.*
3. *To help people lead active, healthy, independent and fulfilled lives".*

BDC operates primarily in Zone A which has been assessed to have "*a high-level access to facilities or within a sustainable transport corridor would be expected to adopt more rigorous parking standards than less accessible areas. As typically car ownership and usage is lower within these areas".*

The SPD is looking to reduce the quantum of private parking associated with any new scheme in the town centre. BDC will therefore need to adapt its proposals for new schemes to achieve a balance of viable and deliverable development alongside the new SPD guidance. BDC will work closely with the Council to promote alternative, sustainable forms of transport as part of its scheme proposals.

The main points are:

- The car parking layout and design guidelines which have an impact upon the land requirement, the cost of provision and a potential impact upon land value.
- The revised guidance for cycle storage, micro-scooters, powered two-wheelers, electric vehicle charging.
- A revised approach to parking standards on new developments, noting that *"the underlying principle was that areas, which already or potentially have a high-level access to facilities or within a sustainable transport corridor would be expected to adopt more rigorous parking standards than less accessible areas"*.
- Parking in new development should aim to meet the requirements set out in the SPD. In circumstances where an applicant can demonstrate that a departure from the standards is appropriate, this should be fully justified and supported by robust evidence.
- Looking at the most significant impact upon BDC activity, provision of parking in Zone A, which covers Bournemouth town centre, for residential aprtments is zero spaces; office development and wider Class E uses is nil with workers and customers using public car parks.

These existing policies will continue to impact upon the viability and delivery of new investment in the town centre.

4.3 Car parking strategy

The Council's current strategy for car parking (Policy T7 in the Town Centre AAP) seeks to "maintain a total off-street public car park capacity of around 6,400 spaces" in the town centre which includes Lansdowne. This quantum of spaces was informed by the Bournemouth Town Centre Parking Study (2006) which assessed demand at the time, as well as anticipated demand from future development sites.

It calculated that by 2016, based upon a planned delivery of new development in the Town centre (some of which has been delivered but by no means all), the demand for off-street car parking would begin to exceed supply. Beyond 2016, growth would be accommodated not by increasing car parking but by relying on a shift to sustainable modes to keep parking demand at manageable levels (approx. 85% of capacity). The AAP acknowledges that growth in the town centre should not be accommodated by allowing unrestrained use of the car.

The AAP also sets out the proposed future location of public car parks, their capacity and how they will be accessed. Approximately 5,100 spaces are proposed for the town centre and 1,400 for Lansdowne. In terms of pricing, the policy is to implement tariffs that will deter commuting by car.

The principles underpinning the BDC Parking and Transport Policy and impact assessment for each development site include all of the following:

- Consideration of movement and access in the context of the Local Transport Plan, the Core Strategy, the Town Centre Area Action Plan, and the physical context of the Town Centre

- Consideration of movement and access in the context of peak demand for travel

- Understanding of user demand characteristics
- Enabling travel by the most sustainable transport modes, and widening accessibility for different users
- Consideration of transport and public car parking provision in the context of carbon footprint reduction
- Consideration of the requirements of an improving public transport network
- Consideration of existing public car parking capacity over time and the relationship of this to Council policy objectives
- Understanding of function and role of public car parking in the context of pricing and length of stay restrictions
- Grouping and balance of car parks in clusters of use across the Area Action Plan area (Town Centre and Lansdowne)
- Consideration of car parking provision in the context of revenue generation
- Mitigation of the effects of any additional car trips generated by the proposed development sites on the local highway network
- The potential for contributing towards the wider traffic impact of the proposed development sites on the strategic highway network in accordance with the South East Dorset Transport Contributions policy (shortly to be replaced by CIL)
- Provision of on-site cycle and vehicle parking, and achieving servicing arrangements
- Consideration of car parking provision in the context of maintaining the viability and vitality of the town centre

The Car Parking Strategy is a key policy requirement that influences the viability and delivery of development sites in Bournemouth Town Centre. The Local Plan Review offers the opportunity to update its underlying demand data, comparing against the original 2005 surveys, to understand changes in demand against projections set out in the 2006 Parking Study, and to assess the effectiveness of the policy in achieving its objectives over the last twelve years.

It is understood that a town centre parking study was undertaken in 2018, based on surveys commissioned by the Council in Aug and Nov 2017. The findings of this study will inform policy positions for any revisions to the Town Centre AAP. However, no study findings or proposed AAP revisions have been published for consultation at this time.

The BDC will provide data and assist the Council's Planning and Transport departments to ensure the policy review is as robust as possible.

4.4 Impact of strategy on partnership development activities

The car parking strategy within the Town Centre AAP has major implications for the development of sites that are currently within the remit of the BDC. The main sites that are impacted are:

- West Hill - currently there are 127 spaces and it is proposed that this be increased to 200. This would require more than one level of car parking on a site that is irregular in shape and surrounded by housing.
- Richmond Hill - currently there are 112 spaces and it is proposed that this be increased to 200. This would require more than one level of car parking.
- Central - currently there are 315 spaces and it is proposed that this be increased to 400. This would require more than one level of car parking.
- Town Hall Annex - currently there are 114 spaces and it is proposed that this be maintained. As per the existing arrangement more than one level of car parking would be required.
- Eden Glen – currently there are 60 sub-standard parking bays and it is proposed that these be increased to 64 larger accessible bays. As the current development site is smaller than the AAP policy site, this would require more than one level of car parking
- Cotlands Road & York Road – currently there are 390 public car parking spaces on the AAP policy site and it is proposed that these be increased to 420 spaces. This would require more than on level of car parking.
- Pavilion Gardens @ Bath Road North and Bath Road South – currently arranged as three car parks providing 472 surface spaces. A future scheme will need to provide 375 spaces at basement level to enable above ground development.

As part of the Local Plan Review it is recommended that the following issues be explored with a view to better managing parking demand and supply, and allowing development to come forward in an efficient and flexible manner:

- Use of parking surveys to establish current base demand, compare against the original 2005 surveys, understand changes in demand against projections set out in the 2006 Parking Study, and assess the effectiveness of the policy in achieving its objectives over the last twelve years.
- Consider development activity projected in the current AAP and actually delivered (e.g. volume of retail on Westover Road and Commercial Road), review the effect on anticipated parking demand, and consider how parking supply is linked to development activity.
- Consider the potential for modal shift and changes to parking tariffs to reduce demand over and above that already assumed. This could be supported by measures such as:
    - Improved bus services and facilities
    - Cycle lanes
    - Safer pedestrian routes including Grand Garden Walk
    - Greater investment in car clubs
- Automated parking sign system to manage and communicate to drivers availability of spaces in public car parks
- Consider the potential for car parks in Lansdowne to function as edge of the town centre Park and Rides, with drivers walking or using conventional buses to access the town centre.
- Consider the potential for other development sites in the town centre and Lansdowne to accommodate car parking and test the impact on viability of these schemes.

- Review the operation and usage of cycle and car parking in recently completed developments as well as benchmark standards in other areas around the country, to ensure that SPD design standards allow for the convenience of users, make the most efficient use of space, and take account changing technologies.

As part of the yearly reviews of the Business Plan the impact on future car parking will be considered. This will enable a regular update taking into account the changing factors relating to both supply and demand and will inform decision making relating to the LLP sites going forward.

4.5 Review of car parking strategy

In October 2013, BDC wrote to The Council expressing concerns with the adopted planning policies regarding parking provision contained in the Town Centre AAP and the LTP3, that these might constrain the development of car park sites and therefore impact upon the BDC's ability to deliver the Town Centre Vision.

It noted that the Town Centre Parking Study (2006), which informed these policies, was based on a survey of parking demand undertaken in 2005 and assumed demand for off-street car parking would increase by 11% between 2005 and 2016. However, information from the Department for Transport over the intervening period shows that traffic flows have actually decreased by 5% between 2005 and 2012, and it is therefore very likely that demand for car parking has also decreased.

The 2006 study also assumed that there would be significant new development completed and occupied by 2016. Whilst some of this development has come forward, it had not all been completed prior to the end of 2016 with notable schemes including Pavilion Gardens, , Richmond Gardens and Cotlands yet to be delivered.

In relation to the LTP3, it recognised that document's various strategies for encouraging more sustainable travel choices and noted that, for 80% of the time the plentiful amount of parking available in the town works directly against these strategies. It suggested a shift in parking strategy towards better demand management.

At the 2021 Strategy Day, public car parking re-provision was seen to be the key blocker of the remaining sites within the option agreement. The remaining seven BDC option sites currently have 1,750 public spaces on them that require re-provision.

The Council confirmed that a strategic review of public car parking being undertaken by their retained consultants WSP. This is currently on hold as they are unable undertake surveys due to the impact of Covid-19, and the possible distortion of car park demand caused by the closure of shops and working from home. This will ultimately lead into a review of the Local Plan but it was acknowledged that car parking solutions for some sites need to be identified prior to this.

It was agreed that the BDC team would undertake a review and produce an options paper to assist the Council's deliberations. This would look at the following options:

- Increasing capacity on existing Council car parks
- The cost to the Council of re-provision on the option sites
- Using one of the option sites to deliver a large quantum of public spaces
- Finding an alternative site to deliver a large quantum of public spaces

5 Financial matters

The following provides an overview of the principles underpinning the financial strategy of the LLP.

5.1 Financial summary 2020

The forecast draft financial statements of the Bournemouth Development Company LLP and its subsidiary Winter Gardens Development LLP show positive results for the year ending 31st December 2020. The consolidated profit for the period is £326k (2019: £384k) with retained earnings of £1.619m (2019: £1.279m). The group has net assets attributable to members of £14.798m (2019: £11.363m).

5.2 Funding structure

The Partnership is a limited liability partnership (LLP) established to carry on a trade of property development either directly in its own right or through one or more development subsidiary LLPs.

5.3 Annual budget

Loss for 2021 is budgeted at £245k which predominantly relates to BDC LLP running costs and interest incurred on advance sums. Profit of c£64k in relation to St Stephens is also forecast for 2021 which relates to the final few months of construction.

Three sites, Durley Road, Eden Glen and Winter Gardens have budgets approved by the BDC Board and adopted by Council Cabinet. The following table presents the balance of budget not yet spent and forecast 2021 cash flow expenditure relating to development projects.

Site	2021 £	Total approved £
Eden Glen	100,000	1,019,000
Winter Gardens	1,000,000	4,900,000
Cotlands & York Road	200,000	4,980,000
Total	**1,300,000**	**10,899,000**

The 2021 budget includes cumulative unspent sums for previous years for adopted sites compared against the total SDP approved expenditure.

The PBP will be updated to reflect any changes to the Annual Budget, for example with new Loan Note commitments as new sites come forward and SDP's (for instance Cotlands and York Road and Central car parks) are adopted by Cabinet.

5.4 St Stephens

St Stephens reached PC in March 2021 and delivered profit of £1.176m in line with the financial close development appraisal.

The profit generated from the development will be used to repay advanced sums in accordance with the repayment priority as set out in the Partnership Agreement.

5.5 Durley Road

Durley Road is now under construction, Muse and the Council have committed to equity funding of £2.570m which will be fully drawn in 2021. Further funding of £8.008m is being provided by Homes England.

5.6 Funding of future projects

The LLP has a budget, referred to in the Members Agreement as the Advanced Sum Cap, with a base value of £500,000, which after indexation has increased to £639,861 for 2021 in aggregate, "which shall be expended to pursue Stage 1 Project Appraisal Sign Off". This will be used to undertake initial project appraisal and viability in respect of the sites to be progressed, with input from professional consultants:

- Planners: to identify planning constraints and opportunities
- Transport: to identify highway / parking constraints and opportunities;
- Property Consultant: to advise on mix of uses, quantum and values;
- Architect / Master Planner: initial density / massing studies
- Cost Consultants: budget construction costs
- Surveys: topographical, arboriculture etc.
- Legal: to identify title constraints
- Desk top surveys

Once initial viability studies have concluded, and the DM is in a position to recommend that the project proceeds, an SDP for each will be issued to the LLP for approval. This will incorporate the above costs into a full budget of surveys, design and professional fees.

5.7 Taxation assumptions

Generic advice has been sought and received from KPMG in regard to the BDC Tax Assumptions, SDLT and VAT. A review will need to be undertaken for each project with KPMG continuing to provide advice around project specific requirements.

5.7.1 Direct tax assumptions

An LLP is a body corporate with separate legal personality from that of its members. However, unlike a limited company, LLPs are transparent for UK tax purposes meaning profits of the LLP are not taxed in the LLP but rather in the hands of its members according to their taxable status.

5.7.2 Stamp Duty Land Tax (SDLT) assumptions

Stamp Duty Land Tax (SDLT) applies to all land transactions in the UK. Project specific advice will be obtained in relation to SDLT for each development.

5.7.3 Value Added Tax (VAT) assumptions

An LLP has an obligation to VAT register if the value of its "taxable supplies" (i.e. supplies that are subject to the standard, reduced or zero rate of VAT) exceed the VAT registration threshold. Subject to HMRC's approval it is possible to apply for a VAT registration where a compulsory liability has not crystallised, but the LLP intends to make taxable supplies at some point in the future. Subject to fulfilling the relevant conditions it is also possible for LLP's to form or become members of a VAT group registration.

BDC has been registered for VAT purposes in a standalone capacity with effect from 17 February 2011.

5.8 LLP operating costs

LLP operating costs are identified as £60k (Indexed) per annum. This is the Basic Fee under the Development Management Agreement. These costs are based on a basic operating structure and include company secretarial and statutory accounting and auditing services. Further operating costs are budgeted through the Development Management fee.

This does not include costs arising from the provision of any strategic services as set out in section 2.1.10 above.

6 Exit strategy

6.1 Subsidiary development LLP's - disposal of assets

There is no current intention for the LLP to hold assets in the longer term however each project will be assessed on its own merits by BDC. At an early stage of a development project, an exit strategy together with a recommended sales and marketing budget (if relevant), will be proposed and form part of each Site Development Plan (which will be approved by the Board).

Where applicable, the DM will secure a forward commitment from end users / occupiers, typically of retail, employment, leisure and healthcare developments. The resultant lease and rental revenue will enable the DM to secure a forward-funding commitment or a purchase on practical completion, ideally at initial project viability stage but up to start of construction, from an investor. This reduces significantly the risk associated with development projects.

Alternatively, the LLP may develop speculatively, prior to securing a commitment from occupiers / investors. This exposes the LLP to "market risk", principally the demand for the end product (from occupiers and investors), the price that purchasers are prepared to pay and the period in which to negotiate and complete a sale.

The choice of exit will reflect the best commercial advice at the time, informed by and contingent upon a number of objectives and potential drivers, including:

- Town Centre Vision objectives
- Demand for proposed use, reflecting competing development pipeline
- Demand from occupiers
- Demand from investors
- General economic conditions
- Development, investment and asset management strategy
- LLP capitalisation and funding requirements
- LLP development return requirements
- Mitigated risk balanced against risk appetite

6.2 Early member exit from the LLP

6.2.1 Duration of the LLP

The LLP will continue its activities until:

- the 20th anniversary of the Members' Agreement; or
- Members decide otherwise e.g. such time when objectives and targets have been completed.

6.2.2 Transfer of member interests

The Members Agreement provides, subject to pre-emption and other conditions, the opportunity for a Member to transfer all (but not part) of its Member Interest to a third party. On 4 January 2021 the shares in Community Solutions for Regeneration (Bournemouth) Limited, which were previously held by Morgan Sindall Investments Limited, transferred to Muse Developments Limited. In the case of the PSP, there are provisions for Muse to transfer all (but not part) of its interest to another MS Group Company without being subject to pre-emption rights.

6.2.3 Termination, default

The Members Agreement sets out a number of events, termed Termination Events, which would trigger the winding up of the LLP.

6.2.4 Distribution of assets

In the unlikely event of early termination, dissolution and sale of assets will be governed by the terms of the Members' Agreement.

Appendices

Appendix A

Indicative Development Programme

THE BOURNEMOUTH DEVELOPMENT COMPANY
INDICATIVE DEVELOPMENT PROGRAMME

BournemouthDevelopmentCompany

		Site	Activity	2021 Q1 Q2 Q3 Q4	2022 Q1 Q2 Q3 Q4	2023 Q1 Q2 Q3 Q4	2024 Q1 Q2 Q3 Q4	2025 Q1 Q2 Q3 Q4	Development Proposal:
Complete	15	Madeira Road West (MSCP)	Feasability and scheme design Planning Application Detailed design & Procurement Option Execute Date Construction (D&B) Disposal	COMPLETE					Delivery of BCP owned and managed 400 space public car park.
	15	Madeira Road West (SA)	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Disposal	COMPLETE					Delivery of student accommodation comprising 378 study rooms for use by AUB.
	14	Leyton Mount	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Marketing and sales	COMPLETE					Delivery of residential led mixed use scheme of 64 open market residential apartments with ground floor restaurant, operated by Turtle Bay.
	13	Berry Court	Feasability and scheme design Planning Application Detailed design & procurement Option execute date Construction Disposal	COMPLETE					Delivery of 113 unit Build to Rent scheme, with 155 space public &62 private space decked car park.
	4	St Stephens	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings	COMPLETE					46 apartment build to rent scheme to be owned and managed by BCP council
On site	1	Durley Road	Feasability and scheme design Planning Application Appeal Detailed Design & Procurement Option execute date Construction Sales and Lettings (resi led mixed use)						44 apartment scheme for sale on open market.
In development - Cabinet approved	6	Winter Gardens	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings (commercial) Sales and Lettings (residential)						Residential-led mixed use with leisure, retail, café / restaurants and 225 space public car park to make up balance of 400 spaces for the area.
	8	Eden Glen	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Development will be permitted for a variety of use but must provide a 64 space public car park with the majority of spaces available to Blue Badge holders.
	16	Cotlands / York Road West MSCP	Feasability and scheme design Planning Application enabling MSCP York Road Detailed Design & Procurement enabling MSCP York road Option execute date Construction Sales and Lettings						Mixed use to include employment / tertiary education, noting AAP requirement for with 420 space car park re-provision. Working assumption complete construction and
	16	Cotlands / York Road East	Feasability and scheme design Planning application Detailed Design & Procurement Cotlands Option execute date Construction Sales and Lettings						Mixed use to include employment / tertiary education, noting AAP requirement for with 420 space car park re-provision. Consider site assembly with other Council surface car parks on York Road.
Proceed to Stage 1 SDP		Chapel Lane, Poole	Feasability and scheme design / procurement advice Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Residential-led mixed use
	3	Town Hall Annex Civic Campus	Feasability and scheme design / Council estate review Planning Application Detailed Design & Procurement Option execute date Construction Sales and disposal						Development will be permitted for an employment / residential scheme that provides 114 space part-time public car park. Consider as an alternative residential.
	11	Central	Feasability and scheme design / car parking reprovision review Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Residential scheme in the region of 200 units, noting AAP requirement for 400 space public car park.
	5	Richmond Hill	Feasability and scheme design / car parking reprovision review Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Development will be permitted for a variety of uses as long as the required 200 space [public car park is provided on site.
	9, 10, 17	Bath Road North, Bath Road South & Waterfront	Feasability and scheme design / design brief & car parking reprovision review Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Development will be permitted for a leisure, cultural and entertainment led scheme. Proposals to provide 375 space public car park.
Monitor	12	Glen Fern	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Disposal						Mixed use. Noting that a comprehensive redevelopment of the wider area, Glen Fern MSCP and Mercury House is desirable. Retain / provide a 398 space public car park.
	2	West Hill	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						Development will be permitted for a variety of uses as long as the required amount of public car parking is provided (200 spaces).
	7	Winterborne Hotel (BIC Hotel)	Feasability and scheme design Planning Application Detailed Design & Procurement Option execute date Construction Sales and disposal						Development will be permitted for tourism. Noting that SWRDA / HCA support the development of a hotel training school, and that the site has planning for a hotel development.
		BCP conurbation	Procurement advice Planning Application Detailed Design & Procurement Option execute date Construction Sales and Lettings						BDC will respond to any request for a further strategic review of sites.

Appendix B

Key communication messaging

Bournemouth Development Company – proactive key messaging

LIZEAN PUBLIC RELATIONS

We want to help deliver an improved quality of life for Bournemouth, Christchurch and Poole residents, making it the best place to live in, work in, study in and visit			
BDC has the knowledge and skills to deliver for BCP	**BDC is helping to create a better quality of life for local people**	**BDC helps BCP's economy to grow for everyone**	**BDC builds homes for BCP residents from all walks of life**
• The Bournemouth Development Company is a long-term, 20 year partnership between BCP Council and Muse Developments Ltd. • We combine Council-owned sites and the Town Centre Vision with Muse's design, financial and development experience. • We use our developments to unlock much-needed funds that the Council can use in the future. The Council then decides where to invest to continue rejuvenation of the town. • We are starting with profitable schemes which provide the Council with funds for improvements to public spaces, infrastructure and leisure facilities. Without these initial schemes, future funding could be limited.	• We are thinking big. We aspire to help create a new, exciting town centre which will improve quality of life for local residents and visitors alike. • The conurbation already has a lot to be proud of, but we must safeguard this for future generations. We must aim to provide the best quality of life for all residents. • These plans include new housing, business hubs, arts and culture spaces, leisure and retail units, and new open public areas. • We focus on quality design and architectural excellence, creating buildings that enhance the whole of the town. • We always have and always will consult with local people about our plans. We want their ideas and feedback to shape the future of their town.	• A thriving local economy is good for everyone. It creates new jobs, encourages new visitors, future-proofs businesses, and makes the town a desirable place to live, work and visit. • Since 2011, BDC schemes have contributed over £67m to the local economy. • We anticipate delivering at least another £400m of new investments over the remainder of the partnership. • We have employed over 20 local companies across the supply chain, supporting hundreds of local jobs for local people. • More people living in the town centre means more spending for local businesses, more council tax and business rates to pay for essential services, and more jobs for local people.	• New homes for purchase or rental help to improve quality of life for individuals and families across the town. • Town centre homes make the best use of our restricted spaces. They drive more residents to town centre shops and restaurants, helping these businesses thrive – figures show a 16% increase in footfall across the town. • We are creating housing for people from all walks of life, including private housing, developer-managed rentals, and Council-run private rental schemes. • New homes will help to meet the Government's new housing targets, which are rising to meet demand, especially in prosperous, popular towns like Bournemouth, where new housing is in short supply.

Bournemouth Development Company – reactive key messaging

Helping BCP to prosper for the future may mean accepting change and making compromises	
Parking and transport	**Financial contributions**
• Decisions over car parking provision rest with the Council. The Council's current car parking policy is to maintain 6,400 off-street spaces in Bournemouth town centre. • As of 2021, there are more parking spaces in the town than when BDC was created. • However, it is possible that this could mean fewer but larger multi-story carparks in more convenient locations. • Our analysis shows that shops and restaurants, and improvements to public spaces is a better use of space and provides a greater overall benefit – social and economic – to the town than the existing surface carparks. • We also know that many local people would like to see improvements to the town to reduce traffic and car journeys. For example, a park and ride scheme, upgrades to public transport or improved cycling routes.	• BDC, like all developers, makes mandatory and other contributions attached to each scheme. Depending on the size and scope of the scheme, and other issues, the total amount of financial contributions is assessed and verified independently. • Some of these must be used for certain areas, such as environmental concerns. Some of these contributions are then for the Council to decide on what the funds would be best spent on. This can include parking infrastructure or social housing, but other options too. • In total, BDC has delivered significant funds for new and replacement car parks, highways, and affordable housing, and this will continue with all of our current and future schemes.



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CABINET

Report subject	**Youth Justice Service Youth Justice Plan for 2021/22**
Meeting date	23 June 2021
Status	Public Report
Executive summary	To present the Youth Justice Plan for 2021/22. There is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. This report summarises the Youth Justice Plan for 2021/22, with a copy of the Plan appended. The Youth Justice Plan needs to be approved by the full Council.
Recommendations	**It is RECOMMENDED that:** **Cabinet endorse the Youth Justice Plan so that Cabinet can recommend its approval to the Full Council**
Reason for recommendations	Youth Offending Teams are required to publish an annual Youth Justice Plan which should be approved by the Local Authority for that Youth Offending Team. Dorset Combined Youth Justice Service works across both Bournemouth, Christchurch and Poole Council and Dorset Council. Approval is therefore sought from Bournemouth, Christchurch and Poole Council, as well as from Dorset Council.
Portfolio Holder(s):	Councillor Mike White, Portfolio Holder Children's Services
Corporate Director	Elaine Redding, Corporate Director, Children's Services
Report Authors	David Webb, Manager, Dorset Combined Youth Justice Service
Wards	Council-wide
Classification	For Recommendation

Background

1. Under the Crime and Disorder Act 1998 Youth Offending Teams are required to publish an annual youth justice plan. The Youth Justice Board provides guidance about what must be included in the plan and recommends a structure for the plan. The draft Youth Justice Plan for the Dorset Combined Youth Justice Service is attached at Appendix One. A brief summary of the Youth Justice Plan is provided in this report

Summary of Contents of the Youth Justice Plan 2021/22/

2. The Youth Justice Plan provides information on the resourcing, structure, governance, partnership arrangements and performance of the Dorset Combined Youth Justice Service. The Plan also describes the national and local youth justice context for 2021/22 and sets out our priorities for this year.

3. The Youth Justice Board continue to monitor three 'key performance indicators' for youth justice. The first indicator relates to the rate of young people entering the justice system for the first time. Local performance in this area had declined in the period 2016-2018 but has been improving since then. The latest national data, relating to the 12 months to December 2019, shows a combined pan-Dorset rate of 251 per 100,000 10-17 year olds entering the justice system for the first time. This compares with a figure of 344 per 100,000 10-17 year olds in the year to December 2018. Local data is more up to date and shows a further reduction in first-time entrants in the BCP Council area in the year to March 2021. The improvement is welcome and further steps are planned for 2021/22.

4. The other two national indicators relate to reducing reoffending and minimising the use of custodial sentences. The reoffending rate fluctuates, partly because of the current counting rules for this measure. Our local reoffending rate has for the most part remained below the national rate. Local analysis shows that young people who are more likely to reoffend are also more likely to have more complex speech, language and communication needs and to find it hard to access education or training. The Youth Justice Plan sets out some of the actions that have been taken and future plans to address these issues.

5. Dorset Combined Youth Justice Service has low rates of custodial sentences, below the regional and national averages. Young people who are sentenced to custody have often experienced significant trauma in their earlier life, affecting their current behaviour. In 2020 the Youth Justice Service implemented a plan to become a trauma informed service, using the Youth Justice Board's 'Enhanced Case Management' model. More work is planned for the coming year to embed this approach.

6. The work of the Youth Justice Service in 2020/21 was significantly affected by the pandemic. Team members have mostly been working from home since March 2020, using the IT equipment and infrastructure that was already in place. Contacts with children have taken place both in person and remotely, by video or phone, with good examples of creative and innovative work in difficult circumstances. Team members, including the team's Education Officer, worked closely with colleagues in the local authority and in schools to support children's engagement in education. Over the course of the year we saw a reduction in children entering the justice system. This continued a trend since 2018, making it hard to differentiate the effects of the

pandemic from longer-term trends. Full data on entrants to the justice system and re-offending patterns is not yet available; it is likely to be some time before the impact of the pandemic is understood, including the possible longer-term consequences for child well-being and behaviour.

Options Appraisal

7. Councillors are asked to endorse the Youth Justice Plan for 2021/22 before it is considered by Cabinet. Cabinet will then decide whether to recommend approval of the Youth Justice Plan to the full Council.

Summary of financial implications

8. The Youth Justice Plan reports on the resourcing of the Youth Justice Service (YJS). Local authority and other partner contributions remained static from 2014/15 to 2018/19 when a cost of living increase to local authority contributions was agreed, along with a redistribution of the funding proportions to reflect Local Government Reorganisation. There have been no further cost of living increase in the local authority contributions. The annual Youth Justice Grant reduced from £790,000 in 2014/15 to £607,968 in 2020/21. An increase has been announced for 2021/22, to £653,417.

9. The creation of the pan-Dorset youth offending service in 2015 increased the service's resilience and ability to adapt to reduced funding and increased costs. The management of vacancies, and the deletion of some posts, has enabled a balanced budget to be achieved in the years to 2021.

Summary of legal implications

10. Local authorities are legally required to form a youth offending team with the statutory partners named in the Crime and Disorder Act 1998. The Act also stipulates that youth offending partnerships must submit an annual youth justice plan setting out how youth justice services in their area will be provided and funded; and how the youth offending team will be composed and funded, how it will operate and what functions it will carry out. The Youth Justice Plan for 2021/22 meets these legal obligations.

Summary of human resources implications

11. Local Authority YJS staff members who were previously employed by Poole and Dorset transferred to become employees of Bournemouth Borough Council in 2015. Local Government Reorganisation in April 2019 led to a further TUPE transfer of local authority employees to the new Bournemouth, Christchurch and Poole council. The YJS also includes employees of the partner agencies who have been seconded to work in the team and who remain employed by the partner agency.

12. The Crime and Disorder Act 1998 also contains statutory requirements for the staffing composition of youth offending services. The Youth Justice Plan shows how Dorset Combined Youth Offending Service meets these requirements.

Summary of sustainability impact

13. No adverse environmental impact has been identified. The Youth Justice Plan notes that the Covid-19 pandemic has led to changes in the working arrangements of the Youth Justice Service. These changes include significant reductions in staff travel, both to and from work and to visit service users, with more activities being carried

out remotely. Team members are committed to maintaining some of these changes in our future working arrangements.

Summary of public health implications

14. Young people in contact with youth justice services are known to be more likely than other young people to have unmet or unidentified health needs. The Youth Justice Service includes seconded health workers who work directly with young people and who facilitate their engagement with community health services.

Summary of equality implications

15. It is recognised nationally that young people from minority ethnic groups, and young people in the care of the local authority, are over-represented in the youth justice system and particularly in the youth custodial population. It is also recognised that young people known to the YJS may experience learning difficulties or disabilities, including in respect of speech, language and communication needs. Information from Dorset Combined Youth Justice Service records, summarised in the Youth Justice Plan, shows that these issues of over-representation also apply locally. Actions have been identified in the Youth Justice Plan to address these issues. An Equality Impact Assessment screening process has been completed. No adverse equality impacts were identified.

Summary of risk assessment

16. The Youth Justice Plan sets out local priorities and actions to prevent and reduce offending by young people. These priorities and actions have been developed in response to identified risks and concerns. The recommendation for councillors to endorse the Youth Justice Plan is intended to support the Youth Justice Service to reduce the risks associated with youth offending. No specific risks have been identified as arising from this recommendation

Background papers

None

Appendices

Appendix 1 – Dorset Combined Youth Justice Service Youth Justice Plan 2021/22.

DORSET COMBINED YOUTH JUSTICE SERVICE

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Youth Justice Plan 2021/22

Version	*Superseded Version(s)*	*Date*	*Author*	*Changes made*
V0.2				
V0.1		*19.03.21*	*David Webb*	

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Dorset Combined Youth Justice Service Statement of Purpose

Dorset Combined Youth Justice Service works with children in the local youth justice system. Our purpose is to help those children to make positive changes, to keep them safe, to keep other people safe, and to repair the harm caused to victims.

This means we can support the national Youth Justice Board Vision for a 'child first' youth justice system:

A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending, and create safer communities with fewer victims.

Who We Are and What We Do

Dorset Combined Youth Justice Service (DCYJS) is a statutory partnership between Bournemouth, Christchurch and Poole Council, Dorset Council, Dorset Police, National Probation Service Dorset and NHS Dorset Clinical Commissioning Group.

We are a multi-disciplinary team which includes youth justice officers, restorative justice specialists, parenting workers, education and employment workers, police officers, a probation officer, nurses, speech and language therapists and a psychologist.

More information about the Youth Justice Service (YJS) partnership and the members of the YJS team is provided later in this document.

The team works directly with children who have committed criminal offences to help them make positive changes and to reduce the risks to them and to other people. We also work directly with parents and carers to help them support their children to make changes.

We make contact with all victims of crimes committed by the children we work with. We offer those victims the chance to take part in restorative justice processes so we can help to repair the harm they have experienced.

The organisations in the YJS partnership also work together to improve the quality of our local youth justice system, and to ensure that young people who work with the YJS can access the specialist support they need for their care, health and education.

The combination of direct work with children, parents and victims and work to improve our local youth justice and children's services systems enables us to meet our strategic objectives to:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Improve the safety and well-being of children in the youth justice system
- Reduce and repair the harm caused to victims and the community from child offences (I have added this one)
- Improve outcomes for children in the youth justice system.

Introduction

This document is the Youth Justice Strategic Plan for the Dorset Combined Youth Justice Service for 2021/22. It sets out the key priorities and targets for the service for the next 12 months as required by the Crime & Disorder Act 1998 and overseen by the Youth Justice Board. This Plan has been developed under the direction of the YJS Partnership Board after consultation with YJS staff and taking into account feedback from YJS service users.

The Youth Justice Strategic Plan:

- summarises the YJS structure, governance and partnership arrangements
- outlines the resources available to the YJS
- reviews achievements and developments during 2020/21
- identifies emerging issues and describes the partnership's priorities
- sets out our priorities and actions for improving youth justice outcomes this year.

This document sets out the YJS's strategic plan. A delivery plan underpins this document.

Service Targets

The Dorset Combined YJS target for 2021/22 is to outperform regional and national averages for the three national performance indicators for youth offending which are:

- The number of young people entering the youth justice system for the first time ('First Time Entrants')
- The rate of proven re-offending by young people in the youth justice system
- The use of custodial sentences for young people.

Headline Strategic Priorities for 2021/22

- Continue and develop work to prevent children entering the justice system
- Reduce the rate of Black and Minority Ethnic children entering custody
- Develop joint work with other local services for children to improve outcomes for children in the justice system
- Widen the application of trauma-informed practice to all children working with the Youth Justice Service
- Strengthen the team's work to repair harm and restore relationships

The reasons for identifying these priorities are explained later in this document and are summarised on pages 25-26, with actions to achieve these priorities outlined on pages 26-28.

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Structure and Governance: The YJS Partnership Board

The work of the Dorset Combined Youth Justice Service is managed strategically by a Partnership Board. The Partnership Board consists of senior representatives of the statutory partner organisations, together with other relevant local partners.

Membership:

- Dorset Council (current chair)
- Bournemouth, Christchurch and Poole Council (current vice-chair)
- Dorset Police
- Dorset Local Delivery Unit Cluster, National Probation Service
- NHS Dorset Clinical Commissioning Group
- Public Health Dorset
- Dorset Healthcare University Foundation Trust
- Her Majesty's Court and Tribunal service
- Youth Justice Board for England and Wales
- Office of the Police and Crime Commissioner
- Ansbury Guidance

The Partnership Board oversees the development of the Youth Justice Plan, ensuring its links with other local plans.

The YJS Manager reports quarterly to the Partnership Board on progress against agreed performance targets, leading to clear plans for performance improvement. The Board also requests information in response to specific developments and agendas, and monitors the YJS's compliance with data reporting requirements and grant conditions.

Representation by senior leaders from the key partners enables the YJS Manager to resolve any difficulties in multi-agency working at a senior level, and supports effective links at managerial and operational levels.

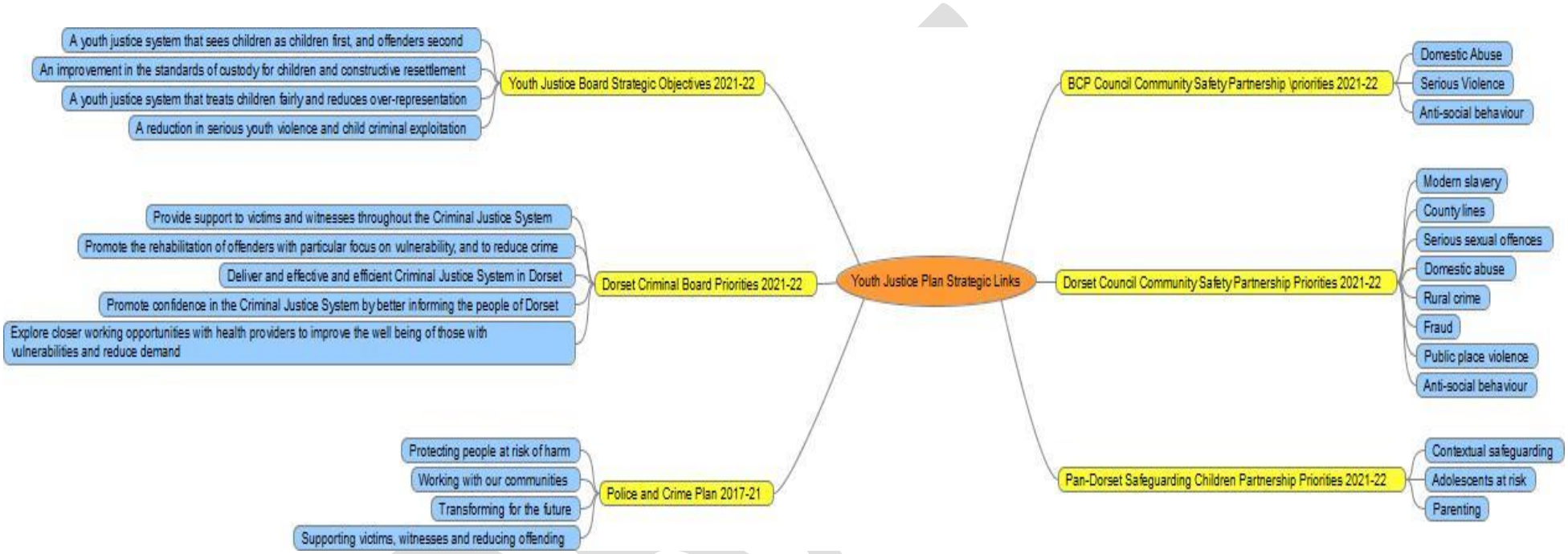
The YJS participates in local multi-agency agreements for information sharing, for safeguarding and for the escalation of concerns.

The Partnership Board oversees activities by partner agencies which contribute to the key youth justice outcomes, particularly in respect of the prevention of offending.

The YJS Partnership Board also provides oversight and governance for local multi-agency protocols in respect of the criminalisation of children in care and the detention of young people in police custody. The YJS Manager chairs multi-agency operational groups for each protocol and reports on progress to the YJS Partnership Board.

The YJS is a statutory partnership working with children in the criminal justice system and the community safety arena. The map on the next page gives an overview of how the YJS fits with other strategic partnerships and plans.

Linking the Youth Justice Service to other Plans and Structures



The membership of the YJS Partnership Board enables the work of the Dorset Combined YJS to be integrated into strategic planning for Safeguarding, Public Protection, Criminal Justice, Community Safety and Health & Well-Being. The YJS Manager sits on the Dorset Criminal Justice Board, attends the two Community Safety Partnerships, the MAPPA Strategic Management Board and the Dorset Council Strategic Alliance for Children and Young People and represents youth offending teams on the 'Wessex' Criminal Justice Board Covid Recovery Group.

Partnership Arrangements

The previous section outlined the strategic links between the YJS and the other strategic groups and partnerships. Similar links exist at operational levels, enabling the YJS to integrate and coordinate its work with the work done by partners such as the two local children's social care services, Special Educational Needs services, other criminal justice agencies, and the Child and Adolescent Mental Health Services across Dorset.

Safeguarding and Public Protection

As well as participating in Child Protection Conferences and Multi-Agency Public Protection Arrangements (MAPPA) meetings in respect of specific individuals and families, YJS managers also attend MARAC meetings, local Community Safety Partnership operational meetings, local complex needs panel meetings and meetings in respect of early help activities in the two local authorities.

Child Exploitation

Children known to the YJS can also be harmed through child exploitation. YJS managers participate actively in the Child Exploitation Strategic and Tactical Groups for each local authority (in Dorset Council this is part of the Children At Risk Or Linked to Exploitation – 'CAROLE' - model). The YJS participates in local multi-agency information sharing arrangements and meetings to identify and protect children at risk of exploitation. A YJS Team Manager attends weekly meetings with the Police 'Impact' team to enable effective joint work for children at risk of exploitation.

Reducing Re-Offending

The YJS Manager chairs the pan-Dorset Reducing Reoffending Strategy Group, reporting to the Dorset Criminal Justice Board and the two Community Safety Partnerships. He also represents south-west youth offending teams on the South West Reducing Reoffending Partnership. Although the group's main focus is on adult offenders, attention is also paid to the youth perspective, particularly for those young people about to transition to adult services, and for the children of adult offenders.

Risk Assessment Panels

The YJS instigates a Risk Assessment Panel process for children under YJS supervision who have been identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. These meetings are attended by workers and managers from the other agencies who are working with the child. The aim is to agree the risk assessment and devise, implement and review plans to reduce the risks posed by and to the child.

Harmful Sexual Behaviour

The YJS works with the two local authorities, the Police and health providers to agree the best way to respond to children who have committed harmful sexual behaviour. Some of these children are also known to the local authority social care service so it is important that we coordinate our work and, where possible, take a joint approach. The YJS and the local authorities use recognised assessment and intervention approaches for children who commit harmful sexual behaviour. Currently the YJS Manager is part of a multi-agency

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task and finish group, led by the CCG, to improve local provision for children who show harmful sexual behaviour.

Preventing Violent Extremism

All relevant YJS staff have received training in raising awareness of 'Prevent'. A YJS Team Manager has lead responsibility for this area of work and attends the pan-Dorset Prevent Group to ensure that our work is aligned with local initiatives. The YJS has sight of the local assessment of extremism risks. The seconded YJS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.

Young people convicted of extremism related offences will be managed robustly in line with the YJS Risk Policy, with appropriate referral to the local MAPPA process and clear risk management plans, including paired working arrangements and support from the seconded YJS police officers.

Safe Schools and Communities Team

The Safe Schools and Communities Team (SSCT) is a partnership between Dorset Police, the Office of the Police and Crime Commissioner and Dorset Combined YJS. The SSCT plays an important role in preventing offending by young people across Dorset, Bournemouth, Christchurch and Poole. The team provide education, awareness and advice to students, schools and parents. The work of the team is reported to the YJS Partnership Board as an important element of the YOS Partnership's work to prevent youth offending. The SSCT's School Incidents Policy is an important part of local work to reduce the number of children entering the justice system, helping schools to manage incidents without the need for a criminal outcome.

Restorative Justice and Support for Victims

The YJS Restorative Justice Practitioners provide Restorative Justice activities and support for victims of offences committed by young people. The YJS also links with other agencies through the Victims and Witnesses Sub-Group of the Dorset Criminal Justice Board. The YJS plays an important part in delivering the Police and Crime Commissioner's Restorative Justice Strategy for Dorset, taking the lead on offences committed by young people and supporting the development of good practice with other Restorative Justice providers.

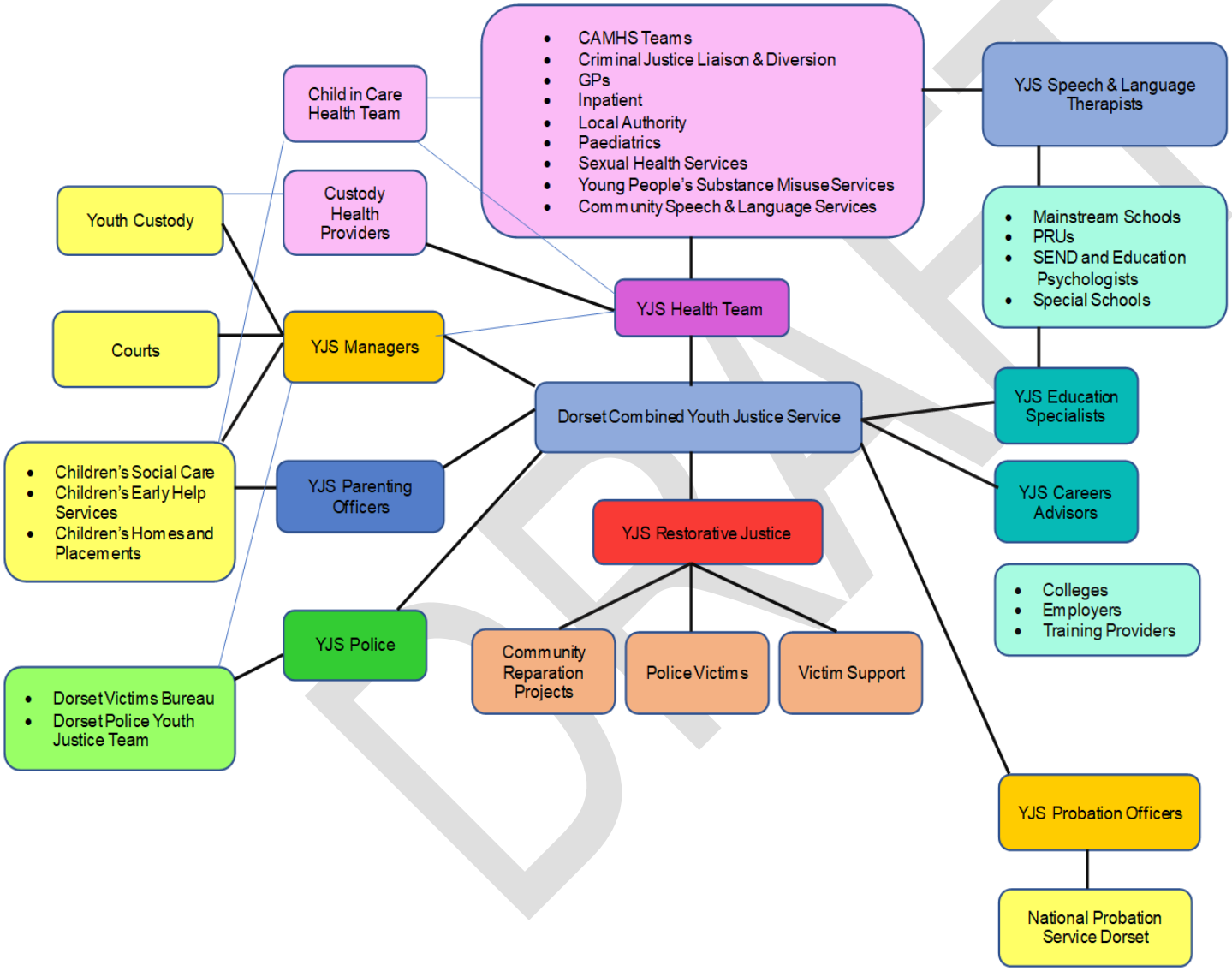
Reducing Youth Detentions in Police Custody

The YJS Manager chairs a multi-agency group, reporting to the YJS Partnership Board, which works to ensure that as few young people as possible are detained locally in police custody and to limit the duration of youth custody detentions.

In addition to the team's involvement in these different partnership groups, there is ongoing daily interaction with other local services. These links are illustrated on the following page:

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Operational Links between YJS and Partner Agencies



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Resources and value for money

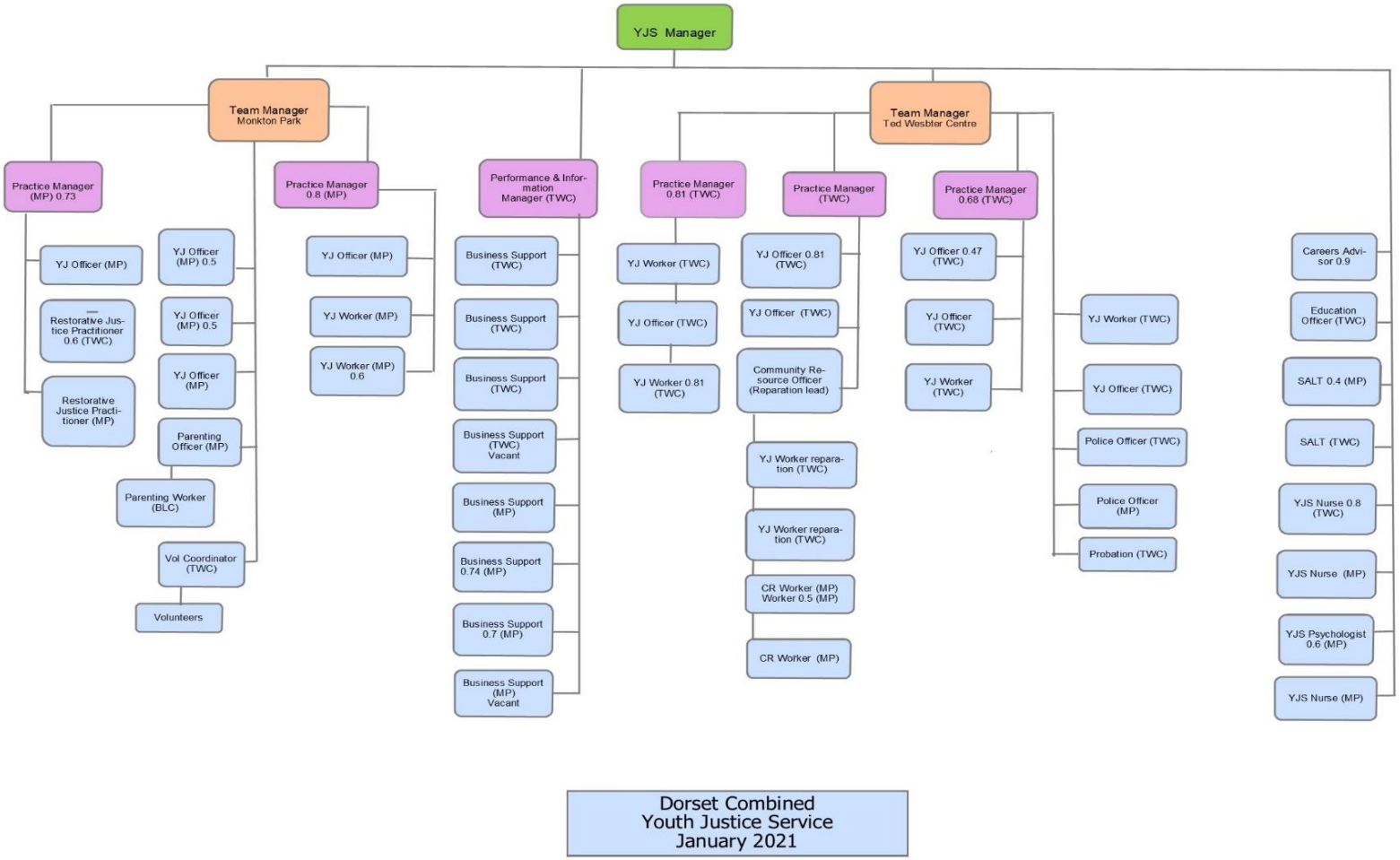
The funding contributions to the YJS partnership budget are listed below. Local authority staff are employed by Bournemouth, Christchurch and Poole Council. Other staff are seconded from Dorset Police, the National Probation Service Dorset and Dorset HealthCare University NHS Foundation Trust. Like all public services, the YJS operates in a context of reducing resources. Ensuring value for money and making best use of resources is a high priority for the service.

Partner Agency	**21/22 Revenue excluding recharges**	**Movement 14/15 to 21/22 – including disaggregation movements between DC and BCP Councils**	**Staff**
Dorset Council	£492,800	-£39,100	
Bournemouth, Christchurch and Poole Council	£577,700	£26,670	
Police and Crime Commissioner for Dorset	£75,301	-£78,149	2.0 Police Officers. Funding reduction from 14/15 to 15/16 reflects funding of SSCT directly by the OPCC to the Police, no longer via the YOS
National Probation Service Dorset	£5,000	£1,826	1.0 Probation Officer (reduction from 2.6 to March 2015, from 2.0 to March 2018 and from 1.5 to March 2020, with adjusted funding contribution, after national review)
Dorset Clinical Commissioning Group	£22,487	£0	2.8 FTE Nurses, 0.8 Psychologist, 1.4 Speech and Language Therapist
Youth Justice Board Good Practice Grant	£653,417	-£136,997	
Total	**£1,826,705**	**-£225,750**	

NHS England funding was secured in 2019/20 to support DCYJS becoming a ‘trauma-informed service’. Some of this funding has been carried over to support implementation of this model.

Staffing information

This chart shows the YJS structure in January 2021. DCYJS meets the minimum staffing requirements of the Crime and Disorder Act 1998.



YOS Staff

	Male	Female
White British	12	40
White Irish	1	0
White Other	0	1
	13	41

YOS Volunteers

	Male	Female
White British	7	13
White Other	0	1
	7	14

DCYJS Achievements and Performance during 2020/21

As part of our commitment to a 'child first' ethos we changed our service's name this year to Dorset Combined Youth Justice Service. This reflects our determination to see the young people we work with as children not offenders.

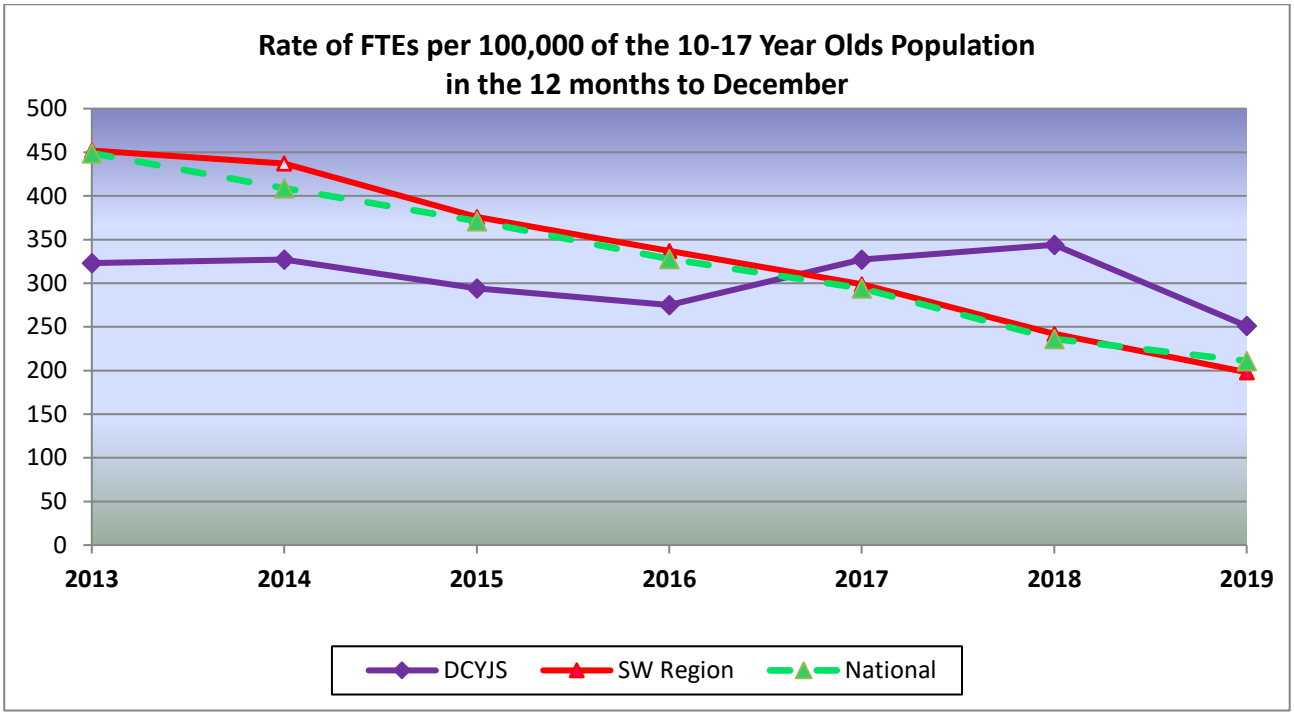
Youth justice work continues to be judged against 3 key performance indicators:

- Reducing First Time Entrants into the Youth Justice System;
- Reducing Re-Offending by young people in the Youth Justice System;
- Appropriately Minimising the use of Custodial Sentences.

National performance data is published quarterly by the Youth Justice Board. There is a time lag on this data and it is not possible to verify the accurate allocation of children to local authority areas. During the pandemic there have been gaps in the national data reporting for first-time entrants and for reducing re-offending, due to capacity issues in the Ministry of Justice. The following sections therefore include local data as well as national data, along with commentary on the figures reported.

First Time Entrants into the Youth Justice System

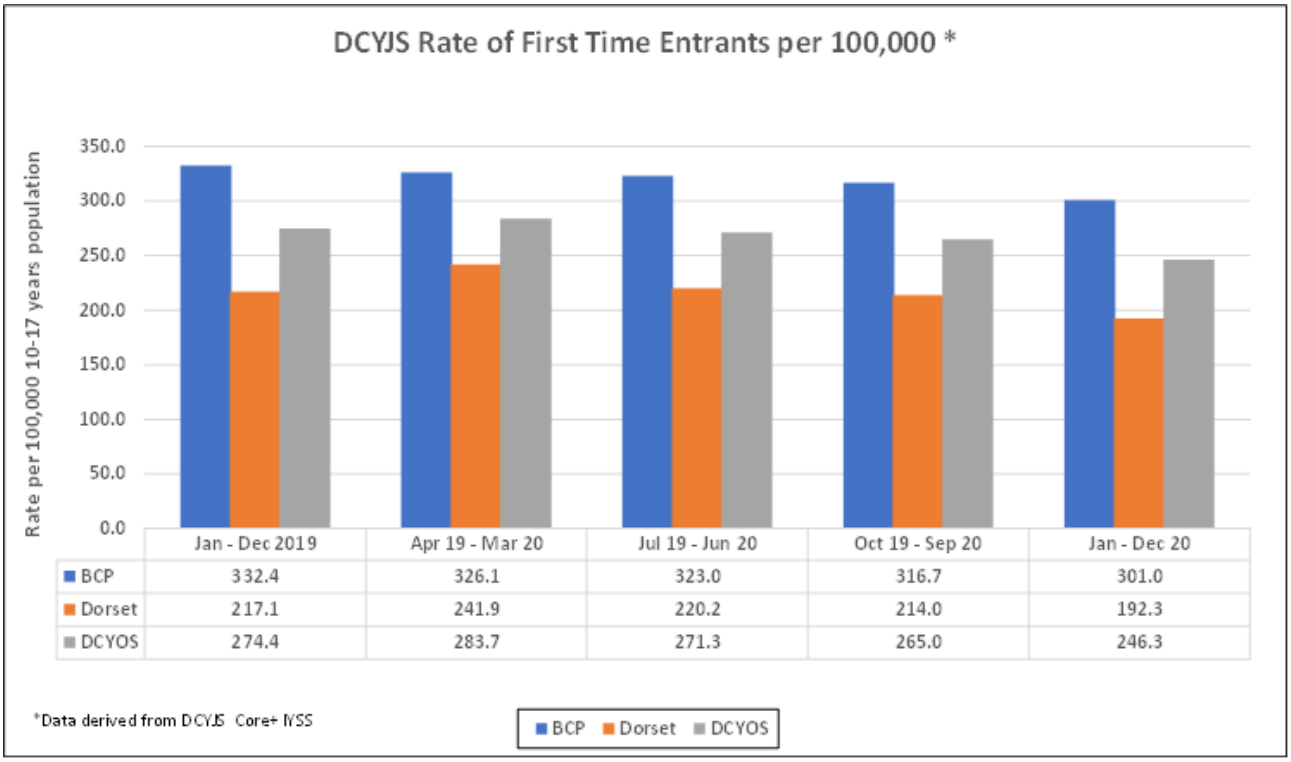
The latest available national performance data shows the following performance for Dorset Combined Youth Justice Service, with the regional and national averages also shown:



The most recent data publication, in March 2021, did not include new figures for first-time entrants meaning that the national data does not yet go beyond 2019.

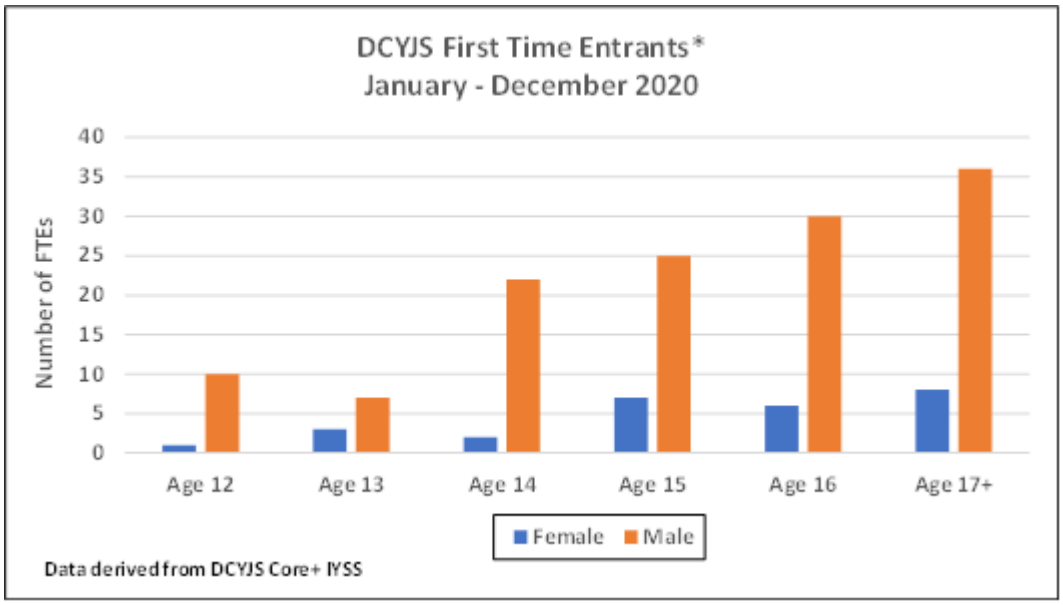
Between late 2016 and late 2018 there was a steady increase in the rate of first time entrants to the youth justice system in Dorset. This coincided with a fall in the regional and national averages for this indicator, meaning that Dorset moved above those benchmark figures.

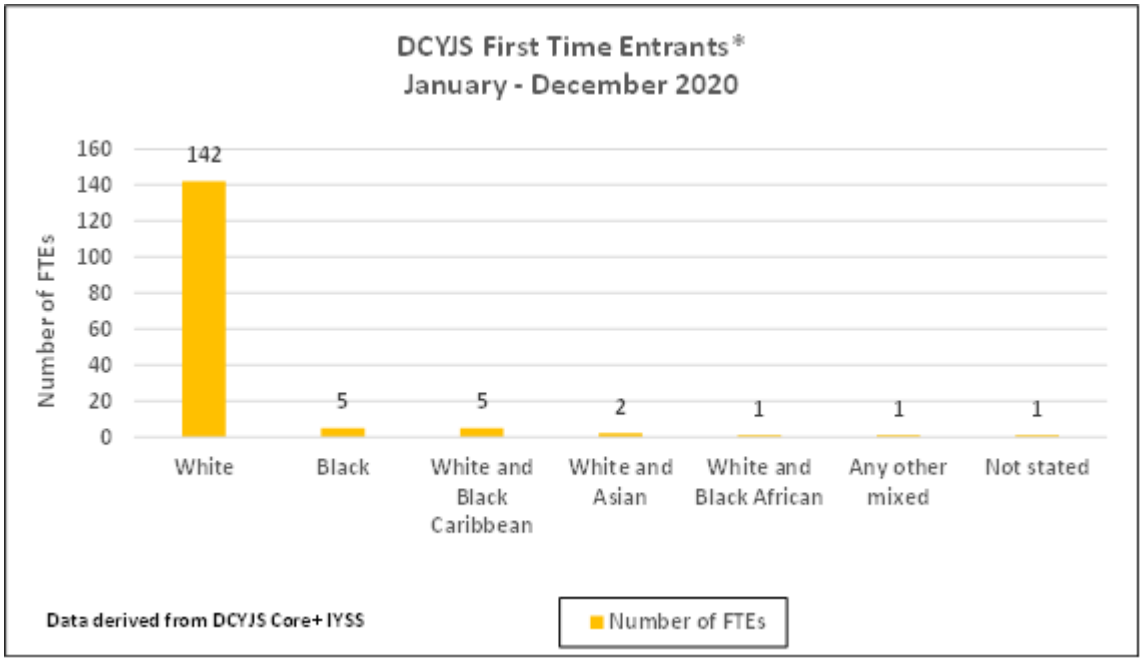
Information derived from our local case management system shows more recent performance data:



Since late 2018 there has been a downward trend in the rate of first time entrants in Dorset. This trend has continued in the last year with the data derived from our case management system indicating that the rate of first-time entrants is now at its lowest since the merger of our youth offending teams in 2015.

The following tables show the age, gender and ethnicity breakdown of our first-time entrants in the year January to December 2020:





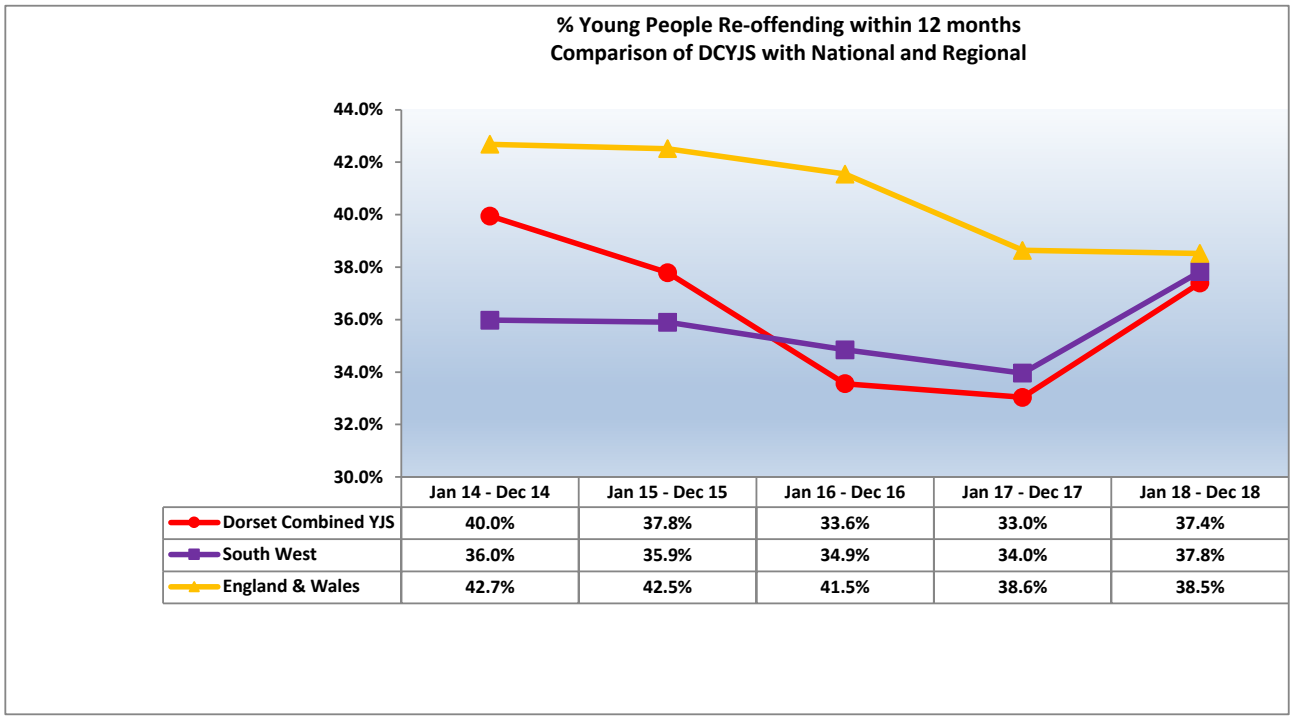
These tables show that 82.8% of the first-time entrants were male, 17.8% were female. 51% of the first-time entrants were aged 16 or 17. In terms of ethnicity, 8.9% were from Black, Asian or Minority Ethnic backgrounds. This is broadly consistent with the proportion of BAME young people in our local population, indicating that BAME children are not over-represented locally at the stage of children entering the justice system.

The following points provide further context for our first-time entrants performance:

- The period from March 2020 was affected by the pandemic, making comparisons with previous years more difficult.
- Arrest rates for children in our local authority areas fell during April 2020 but returned to a more consistent level from May 2020.
- Arrests and 'voluntary attendance' interviews for children in 2020/21 were lower than the previous year.
- In 2019 Dorset Combined Youth Justice Service and Dorset Police reviewed all 'out of court disposal' decisions taken in the year 2018/19 for children who had not previously entered the justice system and found that decisions were consistent and appropriate.
- In May 2020 a new 'Youth Diversion Disposal' was introduced as an option for simple offences of possession of cannabis, providing an additional diversion option.
- Plans for 2021/22 include adding local authority 'Early Help' managers into our weekly decision-making meetings for youth offences, considering wider application of the Youth Diversion Disposal and the appointment of a police officer to coordinate support for children diverted from the justice system.
- Dorset Council's strategic plans for children include a strong emphasis on prevention. Diverting children from the justice system is an important element of this work and DCYJS is working actively with partners in Dorset to increase diversion options and to reduce the criminalisation of children.

Reducing Re-Offending

The national re-offending figures relate to the further re-offending of groups of young people in the 12 months after they received a caution or court conviction. Each quarter a different group of young people is tracked; for example, the most recent data relates to those young people who received a justice outcome in the period January to December 2018.



	Jan 14 - Dec 14	Jan 15 - Dec 15	Jan 16 - Dec 16	Jan 17 - Dec 17	Jan 18 - Dec 18
Dorset Combined YJS	40.0%	37.8%	33.6%	33.0%	37.4%
South West	36.0%	35.9%	34.9%	34.0%	37.8%
England & Wales	42.7%	42.5%	41.5%	38.6%	38.5%

There is a time lag on the national data, to allow time for reoffending, conviction and police recording, which means that the most recent data relates to young people whose contact with the YJS occurred more than 2 years ago.

Like other youth offending teams, DCYJS also analyses local reoffending data to give us more recent and more nuanced information. This data is reported to the YJS Partnership Board to help inform and shape the partnership's strategic plans.

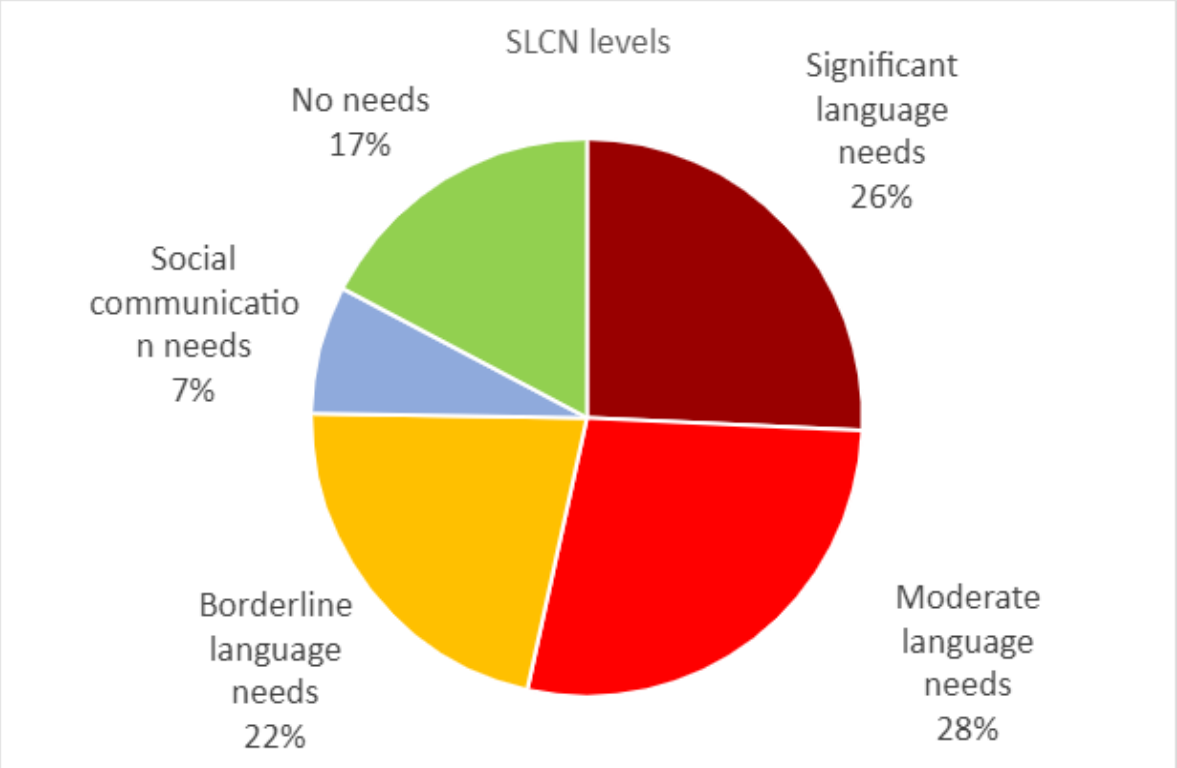
Recent analysis of reoffending information drawn from our local data showed that:

- Same reoffending rate for each gender
- All the reoffenders were aged14-16
- Most reoffenders lived in Bournemouth or Poole
- Current and previous children in care were more likely to reoffend than children never in care
- Burglary and theft offences together had the highest reoffending rates
- 11/17 reoffenders did so within 3 months

In recent years DCYJS has been developing good practice in responding to the individual needs of each child. Evidence shows that children in the justice system are likely to have speech, language and communication needs and they may well have experienced trauma in their earlier life which affects their current behaviour.

Speech, Language and Communication

The Youth Justice Service Speech and Language Therapist posts have become integral to our work. All young people who receive a court order or a second out of court disposal receive a specialist speech and language assessment.



The preceding chart demonstrates the speech and language needs of the 202 young people assessed over the last two years by the YJS Speech and Language Therapists:

About 80% of children working with the YJS have some level of speech, language and communication needs. Over 50% of the children assessed have a moderate or severe language impairment which is likely to impact on their access to education and talking interventions. In many cases these needs have not been identified before the child enters the justice system. Helping to identify and respond to these needs at an earlier stage could help to reduce the numbers of children entering the justice system.

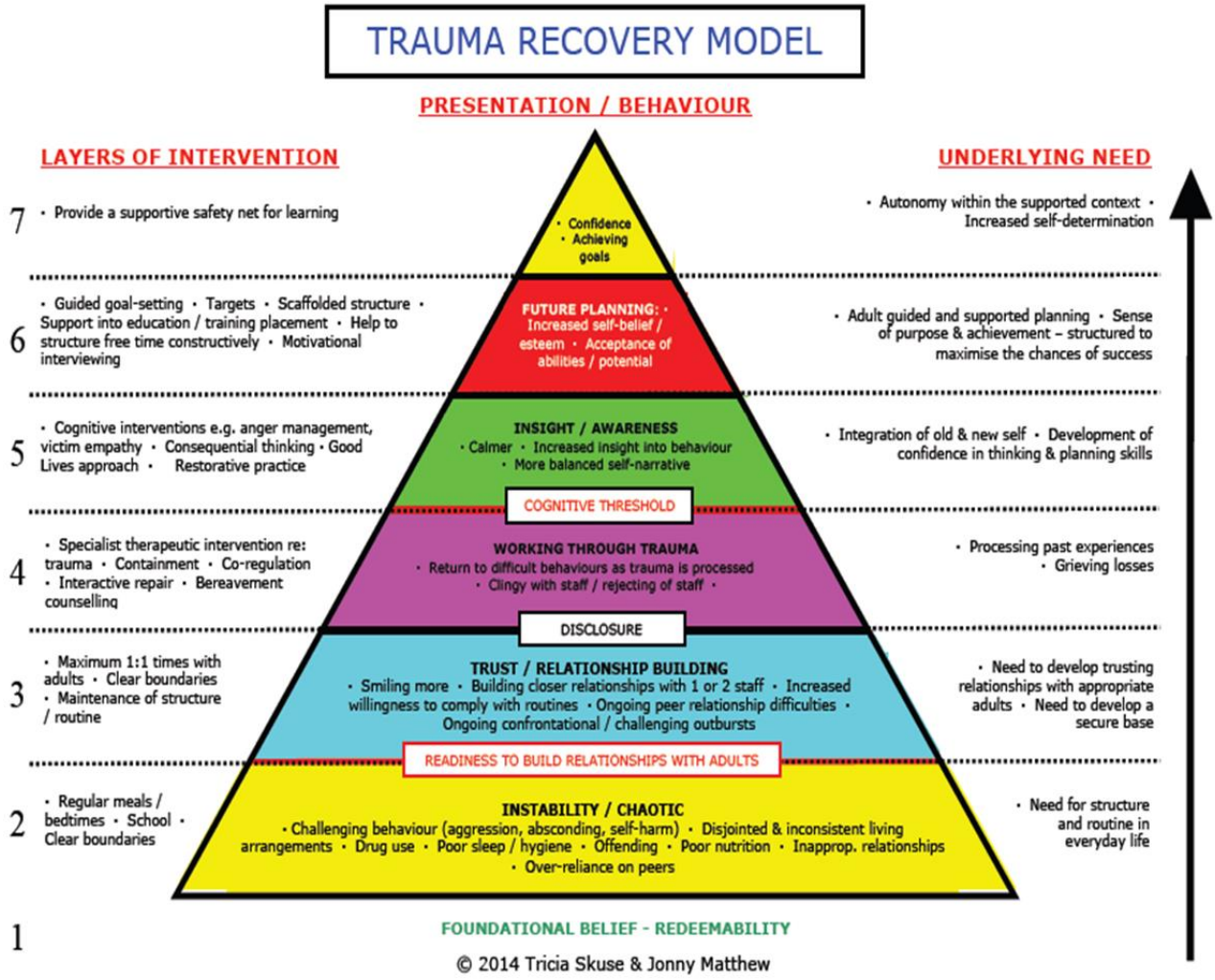
Practitioners in the YJS use information from the child's speech and language assessment to guide how they communicate with the child. Recommendations from the assessments are also shared with other services working with the child, including education providers, and with the child and their family or carers.

Trauma-Informed Practice

In February 2020 all YJS practitioners were trained in trauma-informed practice, leading to the implementation of the Trauma Recovery Model (TRM). The underlying principle is that children who have experienced trauma in their early lives are likely to experience delay in their emotional and cognitive development. This means that interventions with them should respond to their developmental stage rather than their chronological age. The TRM approach is summarised in the following schematic illustration:

The trauma 'lens' is being applied to all the children we work with. Understanding the child's developmental stage helps to make our work more effective. To support this work we have developed guides for how to work with children at different levels of the 'triangle'. An example of one of these guides is appended to this report.

For a small number of children with significant complexity and risk an 'Enhanced Case Management' formulation meeting is convened, chaired by a YJS Practice Manager, led by the YJS Psychologist and attended by practitioners from a range of services working with the child. This leads to a formulation (a working hypothesis, based on the child's story thus far) written by the Psychologist to guide the work with the child. This formulation is shared with other services working alongside the YJS and taking on work at the end of the YJS intervention. In the first year of applying this model formulations, with review meetings, have been undertaken for five children.



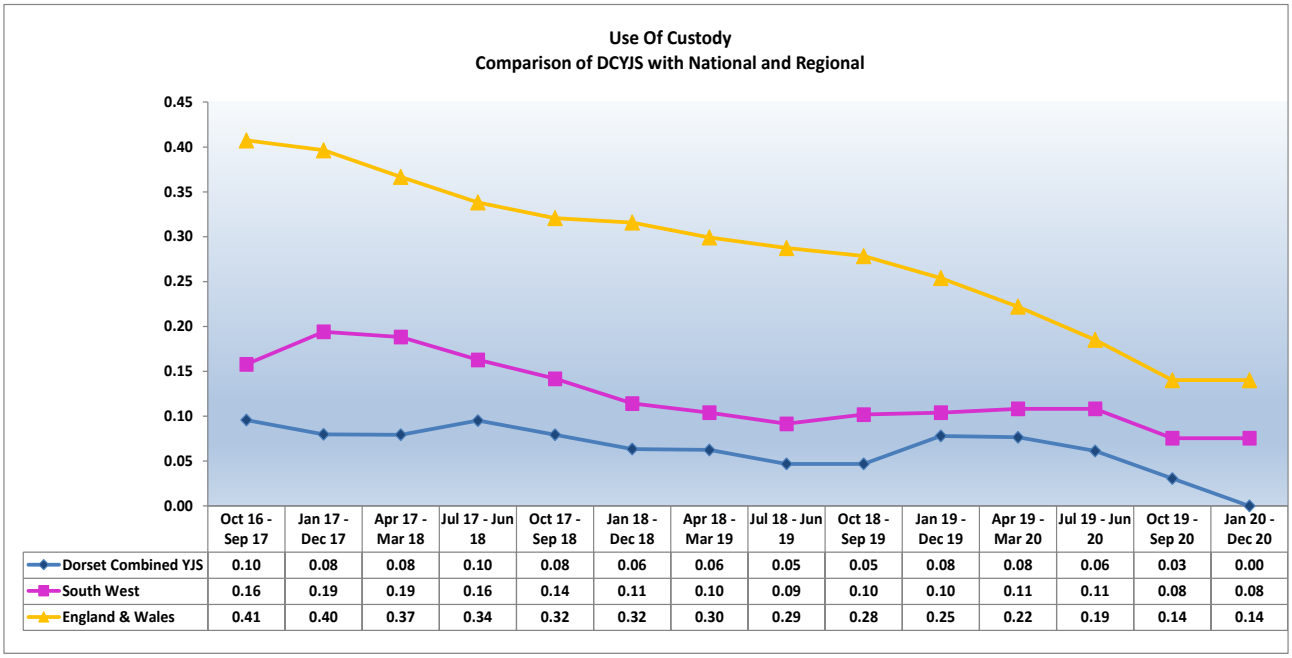
Restorative Justice

The YJS Restorative Justice Practitioners contact all victims of offences by children and offer them a choice of restorative justice options, including face to face Restorative Justice Conferences, 'shuttle' restorative justice where the parties relay messages but do not meet, work by the child to repair the harm caused ('reparation') and letters of explanation.

Some offences committed by children take place in the family home, with other family members being the victim of the offence. A recent initiative has been for the YJS parenting workers to complete the Restorative Justice Conference facilitation training. This helps us apply restorative approaches to our work with family conflict to help repair relationships.

A significant proportion of offences by children feature emergency workers, such as police officers, as the victim. A snapshot of the caseload of our Restorative Justice Practitioners showed that about 25% of the victims they work with are emergency workers. It can be difficult to engage police officers and other emergency workers in restorative justice processes so the YJS is developing a 'standardised approach' to increase the restorative justice options for working with children who have committed these offences. There are a number of strands to this approach, including the seconded YJS Police Officers meeting with the child to explain the impact of these offences and the children raising money for a relevant charity, Blue Light Support. We will develop this area of work further in 2021/22.

Custodial Sentences



	Oct 16 - Sep 17	Jan 17 - Dec 17	Apr 17 - Mar 18	Jul 17 - Jun 18	Oct 17 - Sep 18	Jan 18 - Dec 18	Apr 18 - Mar 19	Jul 18 - Jun 19	Oct 18 - Sep 19	Jan 19 - Dec 19	Apr 19 - Mar 20	Jul 19 - Jun 20	Oct 19 - Sep 20	Jan 20 - Dec 20
Dorset Combined YJS	0.10	0.08	0.08	0.10	0.08	0.06	0.06	0.05	0.05	0.08	0.08	0.06	0.03	0.00
South West	0.16	0.19	0.19	0.16	0.14	0.11	0.10	0.09	0.10	0.10	0.11	0.11	0.08	0.08
England & Wales	0.41	0.40	0.37	0.34	0.32	0.32	0.30	0.29	0.28	0.25	0.22	0.19	0.14	0.14

We continue to see very low rates of custodial sentences locally, with rates declining further in the year to March 2021. The achievement of low custodial sentence rates reflects work to intervene effectively at earlier stages of the justice system, responses to children that are individualised and integrated with partner agencies, and good work in court to build the confidence of magistrates in the community sentences supervised by DCYJS.

Although numbers of children entering custody are low, there are recurring themes among this group which we are addressing.

<u>'Disproportionality'</u>

Looking back over several years it is concerning that about 50% of local children receiving custodial sentences are Black or Minority Ethnicity (BME). Over the last year we have improved our data analysis which has indicated that BME children are not over-represented among first-time entrants but the proportions increase the further children go into our youth justice system. The Lammy Review (2017) found evidence that BME defendants are less likely to admit guilt for an offence, possibly indicating a lack of trust in the justice system, which means they become ineligible for Out of Court Disposals, entering the justice system at a later stage. Working with Dorset Police we monitor such issues and look for opportunities to divert cases from court.

During the last year DCYJS have also joined a new Disproportionality sub-group of the Dorset Criminal Justice Board to contribute to a cross-system approach, working with partner agencies in Hampshire and Wiltshire. We have also initiated work with colleagues in BCP Council's Children's Services to investigate the representation of BME children in related areas like school exclusions, child exploitation and children in care.

We will continue work in the coming year to understand the experience of BME children in our local justice system and to address issues that lead to over-representation.

Child Exploitation

Analysis of local children entering custody in recent years also shows that the majority have been identified as suffering harm from child exploitation. The YJS works closely with partner agencies, including children's social care teams and Dorset Police, to avoid the inappropriate criminalisation of child exploitation victims and to provide the necessary holistic support. The YJS also works with other agencies under the 'CAROLE' model in Dorset Council and as part of the Community Safety Partnership child exploitation work in Bournemouth, Christchurch and Poole Council, contributing to 'contextual safeguarding' activities to respond to risky locations and to networks of young people and adults as well as work with individual children.

The shifting nature of child exploitation and the complexity of these issues, including judgements about a child's culpability for criminal behaviour associated with their exploitation, means that this is an area of work that we continue to develop.

One element of the response to exploited children in the justice system is the National Referral Mechanism, arising from section 45 of the Modern Slavery Act 2015. The process is intended to establish if there are grounds to confirm that a child is the victim of exploitation, through an initial provisional decision and then a Conclusive Grounds decision taken by the 'Single Competent Authority' in the Home Office. Case law is still being developed to establish how these findings should influence decisions to continue with a prosecution and, if the prosecution does continue, to be taken into account in sentencing decisions. Currently there are significant delays in the NRM decision-making process which is delaying court cases for long periods, with adverse outcomes for the children affected and for the victims of their alleged offences. Our concerns have been shared with the Youth Justice Board. This issue continues to be a priority for 2021/22.

Covid 19: Youth Justice work during the pandemic

Like all services, our plans for 2020/21 were transformed by the pandemic and its impact on daily life.

All YJS staff members have been working from home since the lockdown of March 2020, with occasional, planned visits to our office bases. Attending to the wellbeing of our team members has been a high priority, recognising the impact of working alone, at home, in a time of collective stress and anxiety.

Contact with children, victims and families has mostly been undertaken remotely, using video or telephone contact. Contacts have also been undertaken in person when necessary, with appropriate risk assessments and safety measures. The switch to remote work has led to some creative responses, including the following:

- YJS case managers using online resources with children they are supervising, providing support remotely
- 'virtual' reparation sessions carried out, including work by children at home to make amends for their offence, such as gardening, cooking, making craft items for sale
- ASDAN short courses and like skills challenge courses adapted and supported by YJS practitioners and completed by children at home

- Speech and Language assessments completed by video calls
- Health interventions by YJS nurses, including trauma treatment using Eye Movement Desensitization and Reprocessing, via video calls
- 3 Restorative Justice Conferences completed with the participants taking part virtually.

In the period from May to late July 2020 our local youth courts were closed due to the pandemic, creating a backlog of cases to add to the previous delays in the system. During the autumn we worked with court service colleagues to clear the backlog of cases with youth court timescales improving in early 2021.

Learning Reviews

The YJS adheres to the learning review processes of the Pan-Dorset Safeguarding Children's Partnership and also applies its own learning review procedures. When a child under YJS supervision experiences significant harm, or causes significant harm to others, a learning review process is instigated.

During 2020/21 the YJS has contributed to a Safeguarding Children's Practice Review relating to the death of a Dorset child in care who was living in Somerset. This review is likely to be completed in mid-2021. DCYJS did not work directly with this child but did identify some learning about liaison with other youth offending teams and support for children in care who are placed out of area.

Learning reviews were instigated within DCYJS or through the Safeguarding Children's Partnership in respect of 5 children (3 females and 2 males) all of whom suffered harm while working with DCYJS. Good practice was identified in respect of work to engage with these children. Learning points included the need for a whole family view when different services are working with different family members; improving the effectiveness of multi-agency planning for the child's safety and well-being; enabling the YJS to contribute to decision-making processes about residential placements for children with whom the YJS is working.

The learning points arising from learning reviews are incorporated into the team's ongoing action plan.

Service User Feedback

In the previous year we identified a need to improve our collection of 'spontaneous' feedback from service users and stakeholders. During 2020-21 we received a number of comments, with some themes emerging.

Service users were grateful for help with specific issues, illustrated by these comments:

B has been meeting virtually with the YJS nurse to complete the health assessment and was really pleased that she was doing this and was finding it helpful. She wants to reduce her anxieties.

T's mum was positive about the input from the YJS Education Officer and commented that it had been the most help she has received in terms of home schooling

Thank you for your speech and language report for C, we received it today. I wanted to personally thank you for such an accurate, sympathetic and positive report. You have totally understood C's strengths and challenges more than any other therapeutic report we have had since her ADHD diagnosis. I wish that we could've had this years ago as I feel she would've got so much more value from school with such understanding. ... and you achieved it all via one video call!

Some service users wanted to carry on working with their YJS worker:

D states that he would like his YJS worker to remain involved despite him having completed his YRO….D's mum told me that she thinks his YJS worker has helped Charlie with confidence and to think about how his behaviour affects others.

E's carer reported that if at appeal E's conviction was overturned he hoped that his YJS worker would continue to work with him. He is very appreciative of the work she is covering with him and is learning from this hence wanting the work to continue.

There was also a theme of service users feeling listened to and understood:

F's carer wanted us to know that it was important to her that the YJS parenting worker also understood her experiences and she had told the worker things about her experiences that she had never talked about before but it made her feel better.

"This has been an opportunity for him to gain access to education and support that he would not have had otherwise, his YJS worker has worked well with him" his parent continued to say…"I have regular contact with his worker and she has been very supportive, I know I can talk to her if I have concerns".

We also continue to use feedback surveys to gather service user views but recognise that the response rate is limited. Of those who have responded, the following information shows responses to questions about the quality and impact of the relationship with the YJS worker:

5. My worker thought I would make positive changes to my life:

		Response Percent	Response Total
1	Very Dissatisfied	2.27%	1
2	Dissatisfied	2.27%	1
3	Neutral	13.64%	6
4	Satisfied	43.18%	19
5	Very Satisfied	38.64%	17

Statistics									
	Minimum	1	Mean	4.14	Std. Deviation	0.89	Satisfaction Rate	78.41	answered 44
	Maximum	5	Variance	0.8	Std. Error	0.13			skipped 2

6. My worker listens to my ideas and helps me find my own answers:

		Response Percent	Response Total
1	Very Dissatisfied	0.00%	0
2	Dissatisfied	4.44%	2
3	Neutral	8.89%	4
4	Satisfied	33.33%	15
5	Very Satisfied	53.33%	24
	answered		45
	skipped		1

Statistics								
	Minimum	2	Mean	4.36	Std. Deviation	0.82	Satisfaction Rate	83.89
	Maximum	5	Variance	0.67	Std. Error	0.12		

7. Working with the YJS made things better for me:

		Response Percent	Response Total
1	Very Dissatisfied	4.44%	2
2	Dissatisfied	4.44%	2
3	Neutral	13.33%	6
4	Satisfied	40.00%	18
5	Very Satisfied	37.78%	17
	answered		45

Statistics								
	Minimum	1	Mean	4.02	Std. Deviation	1.04	Satisfaction Rate	75.56
	Maximum	5	Variance	1.09	Std. Error	0.16		

In 2021/22 we plan to develop our approach to gathering service user feedback to gain views linked to specific areas of our work and to our service priorities.

Summary of local and national issues that inform our priorities for 2021/22

National Context

The Youth Justice Board's 'guiding principle' is for a 'child first' approach to underpin all its work. This will enable it to:

"Prioritise the best interests of children, recognising their needs, capacities, rights and potential.

Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime. This leads to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their supporters.

Promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system."

To support this work, and to respond to specific current issues, the Youth Justice Board has also appointed 'strategic leads' for

- Over-represented children
- Custody and Resettlement
- Serious Youth Violence and Exploitation

The 'child first' vision and the strategic priorities for over-represented children and reducing youth violence and exploitation have particular resonance for us locally.

Local Context

Both Dorset Council and Bournemouth, Christchurch and Poole Council have developed strategic plans to impove the effectiveness of their work with children. Although there are some issues which are specific to each local authority, there are common themes including:

- Child first approaches that promote the voice of the child
- Joined up services responding to children and families
- The right support at the right time
- Working restoratively
- Relationship and strengths-based practice
- Improving day to day practice.

Service developments in the two local authorities that relate closely to the work of DCYJS include the creation of the Complex Safeguarding Team in BCP Council (working with children suffering significant harm from exploitation). In Dorset Council the strong emphasis on prevention work links with the DCYJS priority to reduce first-time entrants

into the justice system, aligned with the work of the Harbour Project (providing multi-disciplinary support to adolescents at risk of entering care or requiring other specialist services). It is a priority in 2021/22 for DCYJS to further develop its joint work with these services.

Other statutory partners also have strategic priorities that are relevant to the work of DCYJS, including:

- Reintegration of the National Probation Service and the Community Rehabilitation Company, to include effective transitions for youths entering the adult justice system
- Dorset Police and DCYJS continuing work to reduce first-time entrants, including the addition of local authority Early Help managers into the weekly decision-making panel for children receiving Out of Court Disposals
- Reducing the over-representation of Black, Asian and Minority Ethnic people in our local justice system
- A system-wide partnership approach to meeting the mental health and wellbeing needs of children and young people in Dorset
- Recovery from the court delays and difficulties caused or exacerbated by the Covid-19 pandemic.

Strategic Priorities for 2021-22

The strategic priorities for the Dorset Combined Youth Justice Service align with:

- our three main performance indicators
- the strategic priorities of the Youth Justice Board
- the strategic priorities of the DCYJS partnership organisations
- areas identified for YJS improvement, based on outcomes of performance monitoring, learning reviews and feedback from YJS staff and service users.

The DCYJS strategic priorities can be grouped under the following headings:

- System improvement
- Practice improvement

System Improvement

Continue and develop work to prevent children entering the justice system

- Add Early Help representatives to weekly Out of Court Disposal decision-making meetings to strengthen diversion options
- Work with the new police officer role to support children and families after diversion from the justice system
- Consolidate the use of the Youth Diversion Disposal and consider expanding its application to other offence types
- Work with partners to enable the assessment of Speech, Language and Communication Needs for children at risk of school exclusion.

Reduce the rate of Black and Minority Children entering custody

- Ensure all youth justice work is undertaken from an anti-racist perspective
- Gather the views of BME children and their families on their experience of the justice system and take appropriate actions to build trust and improve confidence
- Work with partner agencies to monitor outcomes for BME children across children's services systems
- Join with Local Criminal Justice Board partners across Dorset, Wiltshire and Hampshire to report on and compare outcomes for BME children and adults in the justice system
- Apply the Lammy principle of 'explain or reform' in response to evidence of any disproportionately negative outcomes for BME children

Develop joint work with other local services for children to improve outcomes for children in the justice system

- Strengthen links and multi-disciplinary collaboration with the Harbour project in Dorset for teenagers needing additional support to achieve the best outcomes
- Strengthen links and joint working with the Complex Safeguarding Team in Bournemouth, Christchurch and Poole and with other partners to safeguard children who are suffering harm from exploitation
- Join with agencies in community safety, criminal justice and children's services to understand and develop effective responses to children carrying weapons
- Work with partners to establish a multi-agency strategic approach to the use of the National Referral Mechanism (NRM) for children suspected of criminal offences in the context of being exploited
- Work with local authority children's social care colleagues to improve joint support for children in care placed out of area and receiving youth justice interventions
- Confirm joint working arrangements with the new SEND teams in each local authority to improve access to suitable education for children in the youth justice system
- Finish work with colleagues in health, education and social care services to develop a more integrated and comprehensive response to children who show harmful sexual behaviour.

Practice Improvement

Widen the application of trauma-informed practice to all children working with the Youth Justice Service

- Develop a consistent approach to the use of trauma perspectives in YJS assessments and plans
- Establish a standard framework for health team consultations with YJS case managers to summarise the impact of past trauma and to guide engagement with the child

- Complete and promote the ‘trauma guide’ documents for responses to children at different levels of the ‘trauma triangle’
- Build practitioner confidence and knowledge about how to adapt interventions to meet the child’s emotional and cognitive development.

Strengthen the team’s work to repair harm and restore relationships

- Develop and embed the ‘standardised approach’ for restorative justice responses to offences against emergency workers
- Develop a more robust Unpaid Work option for children on Youth Rehabilitation Orders
- Extend links between reparation, Unpaid Work and positive activities that enhance children’s strengths and their education opportunities
- Support other services to apply restorative approaches in their work

These headline priority areas will be supported by a more detailed team action plan, including more specific targets and measures, which will be implemented and developed during the year.

Covid-19

This plan has been written during the third covid-19 ‘lockdown’. Like all services, DCYJS has radically changed its working arrangements and working practices in response to the pandemic. As we move into the recovery and rebuilding phases, we will review the changes we have made so that we can identify the new ways of working that should be sustained in the longer term. Priority will be given to ensuring effective work with children, carers and victims while taking necessary health precautions and to supporting the well-being and safety of our workers and volunteers.

Approval

Signatures of YJS Board Chair and YJS Manager

Theresa Leavy (YJS Board Chair)

Executive Director People - Children

Dorset Council

Signed: Date:

David Webb

Dorset Combined Youth Justice Service Manager

Bournemouth, Christchurch and Poole Council

Signed: Date:

Appendix A – Glossary of Terms

AssetPlus	Nationally Accredited Assessment Tool
BAME	Black, Asian and Minority Ethnic
CAMHS	Child and Adolescent Mental Health Services
CJS	Criminal Justice System
CSP	Community Safety Partnership
ETE	Education Training and Employment
FTE	First Time Entrant into the Youth Justice System
ISS	Intensive Supervision and Surveillance
IT	Information Technology
LSCB	Local Safeguarding Children's Board
MAPPA	Multi-Agency Public Protection Arrangements
NEET	Not in Education, Employment or Training
OOCD	Out Of Court Disposals
PCC	Police & Crime Commissioner
RJ	Restorative Justice
SEND	Special Educational Needs and Disabilities
SSCT	Safe Schools and Communities Team
VLO	Victim Liaison Officer
YJ	Youth Justice
YJB	Youth Justice Board
YOS/YOT	Youth Offending Service/Team
YRD	Youth Restorative Disposal
YRO	Youth Rehabilitation Order

Appendix B – Example of the YJS 'trauma level guides' to help practitioners respond to the young person's current functioning

Level 2

I need to trust you before I can learn from you.

Core principles of a Trauma-informed approach

- Safety.
- Trustworthiness & transparency.
- Peer support.
- Collaboration & mutuality.
- Empowerment & choice.
- Predictability, reliability and consistency

Activity ideas

I can deal with more variety and novelty. Play is a good way of building our relationship:

- Simple card or board games.
- Ball games.
- "alongside" activities; making something together, watching things together.

Don't worry about "work" at this stage. Relationship is the work. Remember PACE: Playful, Accepting, Curious, Empathetic. (Hughes, 2006)

Non-verbal communication

Use your non-verbal communication to increase shared emotion (Bomber, 2020):

- Smile and keep your face expressive. Use laughter and silliness in your interaction.
- Use varied intonation. Monotone voices are harder to tune in to.
- Introduce some playful body language using animated gesture.
- Place yourself at the same level as me.
- I might be able to manage being face to face more now.

Verbal communication

I may be able to take in some information from you and offer some more information about myself:

- I might still find it difficult to retain long stretches of information. Keep what you say short.
- If you need to give more information, draw or write the main points. (McLachlan & Elks, 2018)
- Continue to listen actively. Notice what I am telling you, either with my words or behaviour, and respond to it ("you are telling me you don't want to do that yet").
- Be curious about what I am telling you and model this out loud; "I wonder if it felt like I was testing you, and that stressed you out a bit?" (Bomber, 2020)
- Introduce humour, but not sarcasm. (Yehuda, 2016)
- "why" and "how" reasoning is probably still hard for me. Ask me to describe things with questions like "what happened?", "who was there?" (McLachlan & Elks, 2018)
- Show me I am kept in mind when we are not together. You could send a text between appointments or tell me that something reminded you of me (Bomber, 2009).

Appendix B

Level

I need to trust you before I can learn from you.

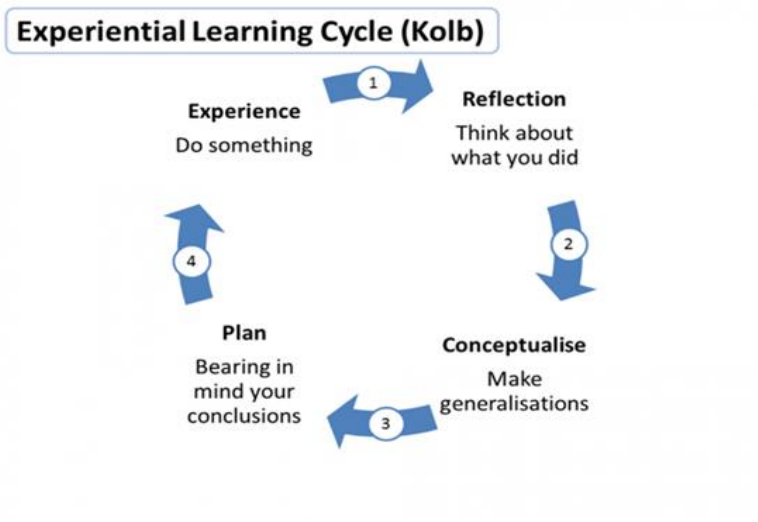
Responding to emotions

You might be able to start to help me regulate my emotions.

- Acknowledge and accept the emotion. Don't try to distract or persuade me.
- Say less. It is hard for me to process language when I am upset or agitated.
- Show me you understand by matching my affect. You can use some of the same facial expressions and gestures and speak at the same rate as me. If your emotion seems very different to mine, I might think you don't get it (Hughes, 2009).
- Give me space and keep your body language non-threatening.
- Name the emotion; "you're really angry about this". Naming feelings is a step towards regulating them (Zeidner, Matthews & Roberts, 2009).
- When I am calm, we might be able to talk about what has happened. You could make suggestions with "I wonder..."

Reflective Questions for practitioners

- What key things did you learn from this appointment?
- How did you address any issues or problems that arose?
- What would you do differently, if anything, next time around?
- How has it impacted on your practice with this young person?
- Are there any changes you can quickly apply to your practice?
- Are you able to support yourself and other colleagues better?
- What can you do to meet any gaps in your knowledge, skills and understanding?



Appendix B

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CABINET

Report subject	**Annual review of housing wholly owned companies**
Meeting date	23 June 2021
Status	Public Report
Executive summary	This report provides a review of the following four companies - Seascape Group Limited, Seascape South Limited (SSL), Seascape Homes and Property Limited (SHP) and Bournemouth Building Maintenance Limited (BBML). The report sets out the growth plans for each company, an operational update from the last year and the 2021/22 annual plan for each. The Seascape Group, including its two subsidiaries SSL and SHP, has much scope for growth in activity and sizeable income generation opportunities as a result. SSL has been impacted by the Covid pandemic during the last year, but plans are in place for recruiting additional senior commercial expertise and capacity and to bring this forward as soon as possible in line with the Council's Smarter Structures programme. This additional capacity will develop opportunities, drive marketing and promotion, manage contract growth and drive forward operational efficiencies. Staffing resources are already being scaled-up to ensure the capacity to deliver the ambition for SHP. SHP will increase its property portfolio within management as a result of a scaled-up property acquisition programme by the Council over the next few years and as part of the emerging Council New Build and Acquisition Strategy (CNHAS). SHP will also provide a delivery vehicle for building out the pipeline of Council owned sites for private rent or private sale homes. A review of BBML operations has commenced to look at the current mixed model of employment and delivery across the Property Maintenance teams. The review is ongoing and will be brought to Cabinet for consideration in a separate report. This report recommends that Hixsons Limited is appointed for a further year in order to audit the 2020/21 company accounts.

Recommendations	**It is RECOMMENDED that Cabinet:** **(a) Supports the plans to further grow the two Seascape Group subsidiaries** **(b) Approves the appointment of Hixsons Limited as the external auditor for BBML, Seascape Group Limited (SGL) and MD Care to audit the 2020/21 company accounts.** **(c) Approves the appointment of Paul Whittles, Finance Manager, as temporary Director of Finance for Seascape Group Limited.**
Reason for recommendations	The Seascape Group subsidiaries – SSL and SHP - provide valuable services and will generate additional income to BCP Council as the sole shareholder to help continue delivering Council services to vulnerable people. It is a requirement of the Shareholders Agreement for both BBML and SGL that authority is sought from the Council as sole shareholder for the appointment the external auditor and for the appointment of Directors.
Portfolio Holder(s):	Councillor Robert Lawton, Portfolio Holder for Homes
Corporate Director	Kate Ryan – Chief Operating Officer
Report Authors	Lorraine Mealings – Director of Housing
Wards	Council-wide
Classification	Decision

Background

1. The Council has a number of wholly owned companies in place within Housing that deliver valuable services and provide benefits to the Council as the sole shareholder. This report provides a review of the following 4 companies - Seascape Group Limited, Seascape South Limited (SSL), Seascape Homes and Property Limited (SHP) and Bournemouth Building Maintenance Limited (BBML).

2. The following sets out the growth plans for each company, an operational update over the last year and the 2021/22 annual plan for each company.

Seascape Group Limited

3. Seascape Group Limited is a 100 per cent owned Council Company, with BCP Council as the sole shareholder. It has two subsidiaries – SSL and SHP.

4. It is a requirement of the Shareholders Agreement between the Council and Seascape Group Limited that the company produces a medium term five-year

strategic plan which was approved by Cabinet in May 2020 – 'Seascape Group Limited 5 Year Strategic Plan (2020-25)'.

5. The five-year strategic plan is based on a step-change in growth, innovation and ambition, operating across the wider BCP geography, maintaining customer focus, investing in supporting staff and ensuring sizeable income generation to help financially support the delivery of valuable services for BCP Council as the sole shareholder.

Seascape South Limited - Ambition

6. The five-year Strategic Plan for Seascape South Limited (SSL) involves being a trusted contractor of choice for the wider BCP Disabled Facilities Grant (DFG) programme works across BCP, providing adaptation works for people living independently. This will involve incrementally growing to a turnover of over £900,000 per year within five years.

7. SSL is also committed to grow the provision of construction services to additional private sector customers across BCP. Core services will be consolidated as the DFG works programme is expanded. The service will be streamlined to drive through efficiencies and secure an excellent base on which to further grow. Additional staffing is proposed during 2021/22 involving an additional £100,000 investment. Additional investment in terms of staffing capacity and entrepreneurial expertise is essential to bring an exciting step-change in activity as we move forwards over the next few years. This is needed to develop and deliver a marketing strategy, test the local market, ensure access to the labour force we need and to secure the additional business in what is a competitive market.

Seascape South Limited – 2021/22 Plans

8. The last year of SSL activity has been significantly affected by the Covid pandemic with many of the work programmes having stopped during lockdowns. The DFG programme and many of the construction and refurbishment programmes were closed for a period of time due to our duty of care to both staff and customers. All works have since been carefully opened back up with robust risk assessments and staff trained in safe practices. Productivity when returning to site has been slower than normal due to the need to circulate trades with adequate social distancing.

9. The end of year financial position for SSL was not as positive as expected due to the pandemic, with an end of year outturn for 2020/21 forecast of £7,000 profit before tax compared to a budget of £73,000.

10. Plans have been reviewed for the coming year. The project plan involves the recruitment of additional senior commercial expertise and capacity and to bring this forward as soon as possible within the Council's Smarter Structures staff restructuring programme. This additional capacity will develop opportunities, drive marketing and promotion, manage contract growth and drive forwards operational efficiencies, building on the 'Moving Forwards' efficiency programme which has been in place for nearly 12 months now. The growth plan will also involve scaling up resources within the aligned DFG team to deliver the extended programme.

Seascape Homes and Property Limited - Ambition

11. Seascape Homes and Property Limited (SHP) is committed to growing and providing housing options through a lettings solution for homeless households. It will continue to expand its portfolio of properties for homeless purposes across the wider Bournemouth, Christchurch and Poole area.

12. SHP is also planned to grow its Private Rent Sector (PRS) activity by renting properties out at full market rent levels. Additional investment is needed at key points during the five-year plan to secure further staffing capacity and marketing expertise to help ensure the delivery of a robust upmarket rental offer to this client group.

13. The ambition is for SHP to also directly build homes on Council owned land, primarily homes for private rent and private sale. Council owned sites have already been identified which will deliver more than 1,000 new homes over the next five years and the ambition is that a proportion of the private homes within that programme would be built within the Seascape Group. The financial benefits of this activity cannot yet be quantified but the ambition is for this growth area to significantly contribute to the short, medium and long term financial pressures faced by the shareholder, BCP Council. The resulting PRS homes will be let through SHP.

Seascape Homes and Property Limited – 2021/22 Plans

14. The property acquisitions made by the Council which are subsequently leased to SHP have slowed during the pandemic due to lockdown restrictions. The programme however has since commenced. Further acquisitions are being financially supported by a successful allocation of grant funding from the Ministry of Housing , Communities and Local Government's (MHCLG) Next Steps programme to support move-on for people at risk of rough sleeping who were brought into accommodation during the pandemic. Further MHCLG funding rounds since the initial tranche are currently being actively pursued.

15. Existing properties managed in SHP continue to be well managed and occupied by those finding themselves homeless, with some properties accommodating those who were covid positive and became homeless during the pandemic. The new build private rented sector scheme owned by BCP Council – Treetops –was slightly delayed in its completion and lettings by several months but almost all 46 properties were let by the end of the 2020/21 financial year through SHP.

16. As at the end of 2020/21, SHP managed 61 properties for the Council, from a total of 98 properties purchased by the Council since 2016 as part of the homeless acquisition programme totalling £45 million. The remaining properties are managed by the Council directly on non-secure homeless tenancies. The total additional 98 properties have created 206 lettable homes including self-contained properties, rooms in Houses of Multiple Occupation and family hostel places.

17. SHP continues to deliver good alternative accommodation to households who would otherwise be placed in bed and breakfast accommodation. It continues to deliver the financial savings of an estimated £7 million total to date through the avoidance of Housing Benefit local subsidy payments and secures further savings for the Council in terms of bad debts for rent deposit loans that would ordinarily have been paid to those securing private rented accommodation. In addition, the asset value of properties purchased since the Council's acquisition programme has continued to increase.

18. The end of year financial position for SHP was not as positive as expected due to the pandemic, with an end of year outturn for 2020/21 forecast of £19,000 loss compared to a budgeted loss of £3,000.

19. The growth of SHP is such that staffing resources are already being scaled up to ensure the right capacity. SHP will increase its property portfolio within

management as a result of a scaled-up property acquisition programme by the Council over the next few years. This extended acquisition programme will be set out in the emerging Council New Build and Acquisition Strategy (CNHAS) to be considered by Cabinet later this year. Properties will be purchased by the Council and leased to SHP for renting on assured shorthold tenancies to those who are homeless and rented out at full market levels to others.

20. The emerging CNHAS will also confirm SHP as one of several delivery vehicles for building out the pipeline of Council owned sites for private market rent or private sale homes. SHP has not built any properties to date. The Council is committed to building at least 1,000 new homes on its own sites over the next five years. These extended activities involve ambitious financial investment by the Council, will help meet the Council's strategic priorities around housing whilst also creating income generation to support budgets.

BBML

21. Cabinet approved the set-up of BBML in March 2014 as a trading company. BBML was created as a response to the need to transfer maintenance staff working on Council housing from an external contractor, involving approximately 80 staff at the time. The company model provided employment at a reasonable cost and with minimal disruption. The company was also established with the aim 'to trade building services commercially in the private sector to meet funding shortfalls for the Council'.

22. BBML is a teckal company, wholly owned by the Council as the sole shareholder and reports directly to Cabinet with a Board of Directors alongside the Seascape Group.

23. BBML employees are mainly operatives working on repairs, maintenance and construction projects whilst others work in back office roles across various teams as well as Parks staff employed through BBML – approximately 200 staff in total.

BBML – future direction

24. A review involving a multi-disciplinary working party was convened during 2020 to undertake due diligence on the operational efficiency of BBML activity in the wider context of BCP Council. The working party included expert input from Housing, Property Maintenance, Finance, Legal Services, Internal Audit, Project Management and HR. It considered the current mixed model of employment and delivery across the Property Maintenance teams to ensure reliable strategic and financial oversight. Consideration was also given to the need for an operating model that will provide an effective and streamlined base position on which to build further improvements, efficiencies, and form part of the Council's wider transformation programme. There are a number of delivery models in place across the Council's Property Maintenance service and in addition to the working party, the 'Moving Forwards' efficiency programme has considered the delivery of the service and will be further assisted by engagement with the Council's Strategic Implementation Partner. Because of the operational complexities of the current delivery, a separate report will be presented to Cabinet so that full consideration can be given to any proposals on the future direction of BBML.

Governance

25. An internal audit was undertaken of the four companies in 2020 and identified a number of governance issues that required improvement. Work has been

undertaken since this time to move the various recommendations forwards including delivering specialist training for Directors, developing strategic plans for each of the companies, ensuring visibility of the companies through reporting to Cabinet/Council and approving the permanent recruitment of a Company secretary resource.

26. Importantly, Directors across all companies have been involved in detailed discussions alongside key officers over the last year to shape the future direction and delivery for the companies.

27. Despite the capacity taken up during 2020/21 with addressing the demands from the pandemic and the pauses in multiple work programmes due to lockdown rules, there has still been progress and momentum to review company plans to help maximise the opportunities that they bring.

Auditors

28. Hixsons Limited was appointed to audit the 2019/20 accounts for the BCP Council owned companies Bournemouth Building and Maintenance Limited (BBML),Seascape Group Limited (SGL) and MD Care and this report recommends that Hixsons Limited is appointed for a further year in order to audit the 2020/21 company accounts. It is a requirement of the Shareholders Agreement for both BBML and SGL that authority is sought from the Council as sole shareholder for the appointment of the external auditor. It should be noted that as MD Care is no longer trading, only an accountant's certificate is required and not a full audit.

29. A procurement exercise based on price and quality was conducted in April 2020 to appoint an external auditor for the Council owned companies for the 2019/20 financial year. This was necessary due to the resignation of the previous auditor, Grant Thornton UK LLP, who are also the external auditors for BCP Council. As this was the first time that the Council owned companies would have a different external auditor to the Council it was decided that in order to test the market the appointment would be for one year with a further tender exercise being conducted for a longer term solution. This arrangement was approved at the July 2020 Cabinet meeting and Hixsons Limited were appointed.

30. Due to the impact of the pandemic in delaying the completion of the audit to March 2021, and the resources that the finance team has diverted to ensure the financial stability of the Council and its wholly owned companies, the tender exercise has not been possible. This report recommends that Hixsons Limited is appointed for a further year in order to audit the 2020/21 company accounts.

31. Hixsons represented the best value for money in the previous procurement exercise and have conducted an efficient audit of the 2019/20 accounts. The fees proposed by Hixsons Limited for 2020/21 are shown in the table below.

Company	Proposed Audit Fee £		Increase £
	2019/20	2020/21	
MD Care	1,000	600	(400)
BBML	4,000	4,600	600
Seascape Homes & Property	3,000	3,600	600
Seascape South	3,000	3,600	600
Seascape Group	1,500	2,100	600
Total	**12,500**	**14,500**	**2,000**

32. The proposed increases are not inflationary but reflect a maximum potential increase relating to the use of the auditor's software to produce the accounts from the company's financial information, which will lead to efficiencies within the finance team in producing and amending the accounts.

33. The actual audit fees for 2019/20 will be £10,000 higher in total than the proposed fees in the table above due to the additional time taken to complete the audits due to the covid pandemic. These are one off costs and do not affect the proposed 2020/21 fees. The proposed fee for 2020/21 represents good value for money as it remains lower than the other quotes received when the procurement exercise was carried out in April 2020.

34. A procurement exercise will be carried out to appoint an external auditor for a three-year period from 2021/22.

Appointment of Director of Finance to Seascape Group

35. The current Director of Finance for Seascape Group Ltd, Dan Povey (Assistant Chief Financial Officer) will resign as Director of Finance on 30 June 2021 as he is leaving the employment of the council.

36. As a reserved matter in the Shareholder Agreements it is a requirement to gain Cabinet approval for the appointment of Directors to council owned companies. It is recommended that Paul Whittles (Finance Manager) is appointed to the post of Director of Finance, Seascape Group Ltd, on a temporary basis pending the recruitment of a replacement Assistant Chief Financial Officer for the council.

Options Appraisal

37. One option would be to maintain the current level of resources within SSL and SHP, but this would not deliver the growth and ambition set out in the five-year strategic plan. It would not build on the opportunities that these companies present

in terms of delivering valuable services for residents, as well as enabling valuable income generation back to the Council as the sole shareholder to support budgets.

Summary of financial implications

38. The growth of the Seascape Group companies will provide much needed income generation back to the Council as sole shareholder.

39. The approach to extend the Auditors contract for one further year has been agreed with the Council's strategic procurement team. If extended the audit fees will potentially rise to £14,500 for 2020/21, an increase of £2,000 in total across all five Council owned companies. This represents good value for money as it remains lower than the other quotes received when the procurement exercise was carried out in April 2020.

Summary of legal implications

40. The governance audit is being actioned with many concerns now having been resolved to ensure the most effective operation of the wholly owned companies.

41. As the appointment of auditors and Directors are reserved matters in the Shareholder Agreements, the appointments must be approved by Cabinet (on behalf of the Council as shareholder).

Summary of human resources implications

42. None identified

Summary of sustainability impact

43. None identified

Summary of public health implications

44. None identified.

Summary of equality implications

45. None identified.

Summary of risk assessment

46. Failure to increase the level of resources within SSL and SHP would not deliver the growth and ambition set out in the five-year strategic plan or build on the opportunities for delivering services to residents and income generation for the Council.

Background papers

47. None.

Appendices

None

CABINET

Report subject	**Public Spaces Protection Order**
Meeting date	23 June 2021
Status	Public Report
Executive summary	This report outlines a proposal to make a new Public Spaces Protection Order (PSPO) to tackle alcohol related anti-social behaviour in public spaces across much of the Bournemouth, Christchurch and Poole area. In the previous Cabinet reports in March and September 2020, it was agreed to adopt a harmonised approach to tackling street based anti-social behaviour and to consult on new a Public Spaces Protection Order to fit with this approach. Public Spaces Protection Orders can only be implemented to tackle behaviours that are persistent or of a continuing nature and have a detrimental effect on the quality of life. Tackling alcohol related anti-social behaviour has consistently been one of the main uses of PSPO's by local authorities. There is evidence to confirm that much of the Bournemouth, Christchurch and Poole areas does suffer from persistent alcohol related anti-social behaviour. As such it is proposed to implement a PSPO, which gives designated Officers powers to confiscate alcohol from anyone behaving in an anti-social manner, across 29 of the 33 BCP Council wards. A public consultation took place on this proposal, during March and April 2021. Of the 294 responses, 89% strongly agree or agree, only 8% disagree.
Recommendations	**It is RECOMMENDED that:** **Cabinet approves the proposed Public Spaces Protection Order to tackle alcohol related anti-social behaviour in public places**
Reason for recommendations	In order to give Officers the powers to tackle alcohol related anti-social behaviour in public spaces where there is evidence that this is a persistent or continuing nuisance which has or is likely to have a detrimental effect on the quality of the life of those in the locality.

Portfolio Holder(s):	Councillor May Haines, Portfolio Holder for Community Safety
Corporate Director	Kate Ryan, Chief Operations Officer
Report Authors	Andrew Williams, Head of Safer Communities
Wards	All Wards
Classification	For Decision

Background

1. The effects of street based anti-social behaviour can have a visible impact on the appearance of, and feelings of safety in our communities.
2. Across the preceding councils prior to the formation of BCP, different approaches to tackling street-based anti-social behaviour by adults had been developed.
3. At the beginning of 2020 a review was undertaken to harmonise BCP Council's approach to dealing with street-based anti-social behaviour (ASB), in light of the Community Safety Accredited Scheme (CSAS) being extended to Poole town centre and the CSAS powers delegated to BCP being extended across the whole BCP Council geography. The findings of this review were reported to Cabinet on 18 March 2020.
4. At this meeting Cabinet agreed to adopt a more harmonised approach to tackling street based anti-social behaviour which focused on;
    - targeting individuals who cause the most problems, using CSAS Officers to gather evidence that can be dealt with swiftly by the ASB Team, through formal action such as ASB Injunctions or Community Protection Notices where necessary.
    - CSAS Officers making appropriate referrals into support agencies for homelessness, mental health outreach and addiction support and conduct joint visits to engage those seen regularly in the town centres.
    - A uniformed presence both deters behaviours and allows officers to collate evidence for formal anti-social behaviour actions. Officers are also able to issue formal anti-social behaviour warnings where behaviour is persistent and detrimental. The approach of being assertive, persistent and consistent in challenging behaviours, whilst supporting individuals is seen as key to the progress being made
5. On 9 September 2020 Cabinet resolved to vary the PSPO covering Poole Town Centre and Holes Bay to remove certain clauses. Cabinet also agreed to further consultation on a broader PSPO to cover areas where anti-social behaviour is a significant issue.
6. Subsequent to a more consistent approach being adopted, focusing on the uniformed CSAS presence, the Council has allocated a further £240,000 for six additional CSAS Officers, enhancing the resources available in tackling street based anti-social behaviour.

Public Spaces Protection Orders

7. Public Spaces Protection Orders are intended to deal with a particular nuisance or problem in a specific area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area which apply to everyone and in some circumstances categories of persons where relevant. They are intended to help ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

8. Prior to either making a PSPO, extending a PSPO or varying or discharging a PSPO the Council must carry out the necessary consultation and publicity. This means consulting with the Chief Officer of Police and the local policing body, for the relevant police area and appropriate community representatives.

9. The maximum duration of a PSPO is 3 years. The Council can at any time prior to the expiry of the Order extend it for a further 3 years, if they consider it is necessary to prevent the original behaviour from occurring or recurring. In addition the Council can at any time prior to the expiry of the Order vary the terms of the Order by increasing or reducing the restricted areas and/or by altering or removing a prohibition or requirement , or adding a new one.

10. It was also recognised that with the introduction of the Anti–Social Behaviour, Crime and Policing Act 2014, previous Designated Public Protection Orders (DPPOs) were converted to PSPOs for a transitional period which ended in October 2020. This meant that in order for the provisions of any DPPO (transitional PSPO) to continue a new PSPO would have needed to be considered and implemented before October 2020.

11. This was acknowledged as part of the Poole Town Centre and Holes Bay PSPO review and agreement was granted to consult on a new BCP PSPO at Cabinet on 9 September 2020.At this meeting Cabinet agreed that "The Director of Communities is authorised to undertake consultation on a BCP wide Public Spaces Protection Order and is authorised to finalise the precise terms of the wording of the conditions on which the consultation will be undertaken, such wording to be agreed in consultation with the Monitoring Officer."

Options Appraisal

12. A number of options have been discussed in relation to a new PSPO tackling street based anti-social behaviour and other detrimental activities.

13. The first was to expand the existing Poole Town and Holes Bay PSPO to other areas suffering from street based anti-social behaviour. This would place restrictions on:

    - Drinking alcohol and being anti-social
    - Possession, supply or use of intoxicating substances.
    - Behaviour which causes or is likely to cause nuisance, harassment, alarm or distress to another person.

14. Advice from Legal Services however, suggests that PSPO's should not usually be used where there is other relevant legislation covering activities, so that issues such

as possession of illegal drugs, which is a crime, or littering where there is specific legislation, should not normally be included in Public Spaces Protection Orders. The use or possession of drugs is a criminal offence dealt with by Police. CSAS Officers have no powers to stop and search people and so have no ability to enforce this under a PSPO.

15. Similarly, it was advised that the restrictions within a PSPO need to be specific to types of behaviour which is having a detrimental effect and that wide-ranging clauses within a PSPO such as “behaviour which causes harassment, alarm or distress” are too broad to be included in Orders.

16. Another option considered was to look at some of the anti-social behaviour seen across BCP, mainly at the seafront, during the summer or 2020. It has previously been suggested that other forms of anti-social behaviour could be included in a PSPO, such as camping on the beaches and disposable barbeques in public spaces. However, these are covered by separate byelaws and a separate enforcement plan is in place to cover such issues.

17. As these are seasonal issues, they are not felt to meet the test of being persistent or of a continuing nature, but will be addressed through summer planning work to tackle a range of issues that might be expected as the current lockdown eases and visitors return to the conurbation. This includes the development of detailed tactical plans featuring increased security provision and the agreed uplift in the numbers of CSAS staff.

18. Given the factors described above, it was concluded that the most impactful PSPO conditions relate to the ability to confiscate alcohol from those behaving in an anti-social manner in all areas of Bournemouth, Christchurch and Poole where this is seen to be a persistent problem. Not implementing such an Order removes a powerful tool for CSAS and Police Officers in tackling street-based anti-social behaviour, and so this option has been discounted.

19. The options therefore relate to the geographical area to cover with such a PSPO. From the legal framework, there needs to be evidence that the problem we are trying to tackle with the order is persistent and continuing in nature. When looking at data and information to determine the scope of the PSPO a number of factors need to be taken into consideration.

20. Information has been gathered from a number of sources including Dorset Police, Parks & Open Spaces, Seafront Services, CSAS Officers and complaints to the ASB team to demonstrate that there is evidence to show that much of the BCP area is impacted in a persistent manner by adults behaving in an anti-social manner in public spaces, whilst consuming alcohol.

21. In deciding what area to cover within a PSPO, the question of enforcement has to be addressed. Alcohol related PSPO’s are in the main enforced by CSAS Officers, Police Officers and PCSOs. By mapping a potential Order to ward boundaries, which in the main are co-terminus with neighbourhood policing areas, gives some certainty to where the order can be enforced.

22. Whilst the current guidance on PSPO’s does not specifically mention the issue of displacement, it is a factor that we have seen previously across the preceding local authorities, where small areas were subject to alcohol restrictions in relation to a PSPO, which did lead to displacement. This was the case in the former Bournemouth Borough Council area where DPPOs were in place in Bournemouth

Town Centre, Boscombe and Charminster. Street drinkers would migrate to areas known not to be covered by the order, making the problem more difficult to deal with.

23. Currently we are receiving complaints about street drinking from areas such as Ashley Road in Poole or Charminster Road in Bournemouth, these roads cross over ward boundaries. In order to have a clear enforcement strategy officers need to be clear where the PSPO actually covers. Hence there is a need to consider including all of these wards identified below in the area for an order.

24. Given that the response to dealing with street-based ASB has now been harmonised across BCP and with CSAS Schemes working effectively in Bournemouth, Poole and Boscombe. A PSPO covering the majority of the BCP area is being recommended. The proposed area will cover 29 of the 33 wards of BCP Council, as shown on the map attached in Appendix 1. This will give officers the powers to pro-actively tackle those consuming alcohol and acting in an anti-social manner in public open spaces. For many areas this can present a very visible form of behaviours which are of a significant concern to members of the public.

25. The wards excluded from the current proposal would be Broadstone, Bearwood & Merley, Commons and Highcliffe & Walkford, as in these areas there is insufficient evidence to demonstrate that there are persistent problems with adults consuming alcohol and behaving anti-socially in public spaces. For a 12-month period between 2019 & 2020, where Police data was analysed, these wards all saw fewer than 10 reports each of alcohol related anti-social behaviour over that period. This compares to Central Bournemouth, which saw 20 reports per month or Poole Town which saw 10 reports per month. As the areas excluded from the proposed PSPO are mainly residential areas, it is not anticipated that displacement to these areas would take place.

26. If agreed the proposed PSPO could be in place for 1st July 2021, which will greatly assist with our approach to summer planning, particularly around the coastal areas.

27. In order to prevent any confusion, it should be noted that if a PSPO is granted it is not an alcohol ban and it does not make it an offence to drink alcohol in the area covered by the Order. However, it is an offence to fail to comply with a request from an officer to cease drinking or surrender alcohol in the area covered by the Order, if the individual is or is likely to cause anti-social behaviour. If alcohol is confiscated, it can be disposed of by the person who confiscates it.

28. PSPOs are a tool to deal with adults causing alcohol related anti-social behaviour, the police and CSAS have existing powers to deal with those consuming alcohol underage.

29. With regards to licensed premises, a PSPO cannot be used to restrict the consumption of alcohol where the premises or its curtilage (a beer garden or pavement seating area) is licensed for the supply of alcohol (other than council operated licenced premises). There are also limitations where a temporary event notice has been given under Part 5 of the Licensing Act 2003, or where the sale or consumption of alcohol is permitted by virtue of permission granted under section 115E of the Highways Act 1980. This is because the licensing system already includes safeguards against premises becoming centres for anti-social behaviour.

Consultation

30. The proposed PSPO was subject to a formal public consultation between 16th March 2021 and 13th April 2021. There were 294 responses to the survey. 248 responses were from residents who live within the PSPO area.

31. 74% of respondents strongly agree that a PSPO should be made by BCP Council to deal with anti-social behaviour linked to the consumption of alcohol in public open spaces, while a further 15% agree.

32. Respondents who agreed with the proposal did so because they felt that anti-social behaviour associated with the consumption of alcohol in public spaces has become an increasing problem, makes the area an unpleasant place to live and harms the image of the local area. Respondents want to be able to use and enjoy public open spaces in peace, while the consumption of alcohol causes a variety of associated anti-social behaviour. It also leads to increased litter and vandalism, and residents feel intimidated and fear for their safety.

33. Respondents who disagreed with the proposal did so because they felt it was draconian and the offences were already covered by existing laws. These respondents also felt that it will not reduce anti-social behaviour and will move the problem elsewhere rather than prevent it. Respondents also felt that it targeted the vulnerable and that money should be spent on provision of appropriate support services rather than punishment.

34. 30% of respondents felt that Highcliffe and Walkford should be included in the PSPO, 28% felt that Broadstone should be, 26% felt that Commons should be included and 23% felt that Bearwood and Merley should be included. 57% of respondents felt that none of these areas should be included in the PSPO.

35. The Chief Constable and Office of the Police and Crime Commissioner were also consulted, as required by the Guidance. The response from Superintendent Gavin Dudfield stated:

    "The PSPO is an appropriate and lawful method to address Anti-Social Behaviour but it should not be used in isolation. Often Anti-Social Behaviour can manifest due to a gap in other services. I would welcome the PSPO being introduced alongside a Public Health problem solving approach to reduce Anti-Social Behaviour.

    The PSPO proposal and the response from Acting Chief Inspector Thompson provide data to support the requirement for a PSPO. I note that within the Local Authority area there are acute 'hot spots' where there is evidence of high volumes of disorder, yet the PSPO application is for a broad area. The feedback that I have from operational staff is that this broad approach is welcomed, as previously, individuals have found areas where there is no PSPO in place, whereupon they have then caused further Anti-Social Behaviour."

Summary of legal implications

36. The legal test is set out in Section 59 of the Anti–Social Behaviour, Crime and Policing Act 2014. A Public Spaces Protection Order can be made by the Council if they are satisfied on reasonable grounds that two conditions are met. These are:

    First Condition

    - activities carried on in a public place withing the authority's area have had a detrimental effect on the quality of life of those in the locality, or.

- It is likely that activities while be carried on in a public place within hat areas and that they will have such an effect.

AND Second Condition

- The activity/activities is, or is likely to be, persistent or continuing in nature;
- is, or is likely to be, such as to make the activities unreasonable; and
- justifies the restrictions imposed.

Summary of financial implications

37. The only cost of implementing the PSPO, other than staff time, would be the required signage that would need to be put in place. Quotes for this are currently being obtained, but this is likely to be less that £10,000 and can be found from existing resources.

Summary of sustainability impact

38. The positive impact from a sustainability perspective from adopting the proposed PSPO would be a reduction in alcohol related litter in prominent public open spaces.

Summary of public health implications

39. Some of those who cause anti-social behaviour and drink alcohol in public will be dependent drinkers.

Summary of equality implications

40. An Equalities impact Assessment has been completed and can be found in the Appendices to this report

41. No specific concerns have been identified around the proposal for a BCP PSPO to tackle issues of anti-social behaviour related to the consumption of alcohol. A balanced approach is taken to enforcement and support, enforcement of the PSPOs will only take place if an individual is/or is likely to be causing anti-social behaviour (harassment, alarm or distress). There is a community of 'Street drinkers' in some area where the PSPO will cover, they will not be adversely affected unless they are behaving in manner to cause anti-social behaviour. In general, the street drinking community is a mix of some who may be rough sleeping at the time and those with accommodation but who are still street attached. Many will be dependent alcoholics, for whom removing their drinks may be a medical risk. Again, a balanced approach is taken where drinkers will be signposted to support services to address problematic drinking. Enforcement action regarding breaches of the PSPO will be monitored and should this identify trends or concerns that certain groups of people are being adversely affected work will be undertaken to understand why.

42. The consultation identified some members of the public feel their human rights are affected by those causing anti-social behaviour, therefore, the Order will provide a tool to help protect the community.

43. The proposed order is to deal with alcohol related ASB caused by adults. Anecdotal information from front line officers identifies the majority of those who might be identified as being part of the street drinking community are male. It has been identified that in some circumstances different cultural backgrounds can mean there are differing perceptions about the consumption of alcohol in a public place. This

Order is not an alcohol ban and action will only be taken if an individual is acting in an anti-social manner.

Summary of risk assessment

44. A PSPO can be challenged by way of an application to the High Court by an interested person within six weeks of it being made. An “interested person” is someone who lives in, regularly works in, or visits the restricted area.

45. Interested persons can challenge the validity of an Order on two grounds. They could argue that the council did not have power to make the order, or to include particular prohibitions or requirements imposed by the order. In addition, the interested person could argue that one of the requirements (for instance, consultation) had not been complied with.

46. It is considered that this in this matter the risk is minimal, as the correct procedure for making the Order has been followed and it is believed that the Order is proportionate and justified

Background papers

Consultation Summary
Consultation Report

Appendices

Appendix 1 – Proposed PSPO
Appendix 2 - EQIA

BCP Council
The Anti-Social Behaviour, Crime and Policing Act 2014
Public Spaces Protection Order

Identified areas in BCP as highlighted in yellow on the map attached.

1 THIS IS A FORMAL ORDER issued by BCP Council in exercise of its powers under section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 because it is satisfied on reasonable grounds that;

2

a. Activities carried out in a public space within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
b. it is likely that activities will be carried out in any public place within that area and that they will have such an effect.

In addition, the effect, or likely effect, of the activities;

a. Is, or is likely to be, of a persistent or continuing nature;
b. is, or likely to be, such as to make the activities unreasonable and;
c. justifies the restrictions imposed by the Order.

2. Identified activities

- Consuming alcohol and behaving or likely to behave in a manner so as to cause nuisance, harassment, alarm or distress to another person.

3. Restrictions placed on you

3a No person, without a reasonable excuse, shall refuse to stop drinking alcohol or surrender any containers (sealed or unsealed) which are believed to contain alcohol, when required to do so by a Police Constable or Authorised Person.

4. Requirement placed on you

4a If a Police Constable or Authorised Person reasonably believes that you have acted, or likely to act, contrary to the restrictions placed upon you by this Order, you must leave the designated area or specified location forthwith and not return within a specified period up to a maximum of 48 hours when instructed to do so by a Police Constable or Authorised Person.

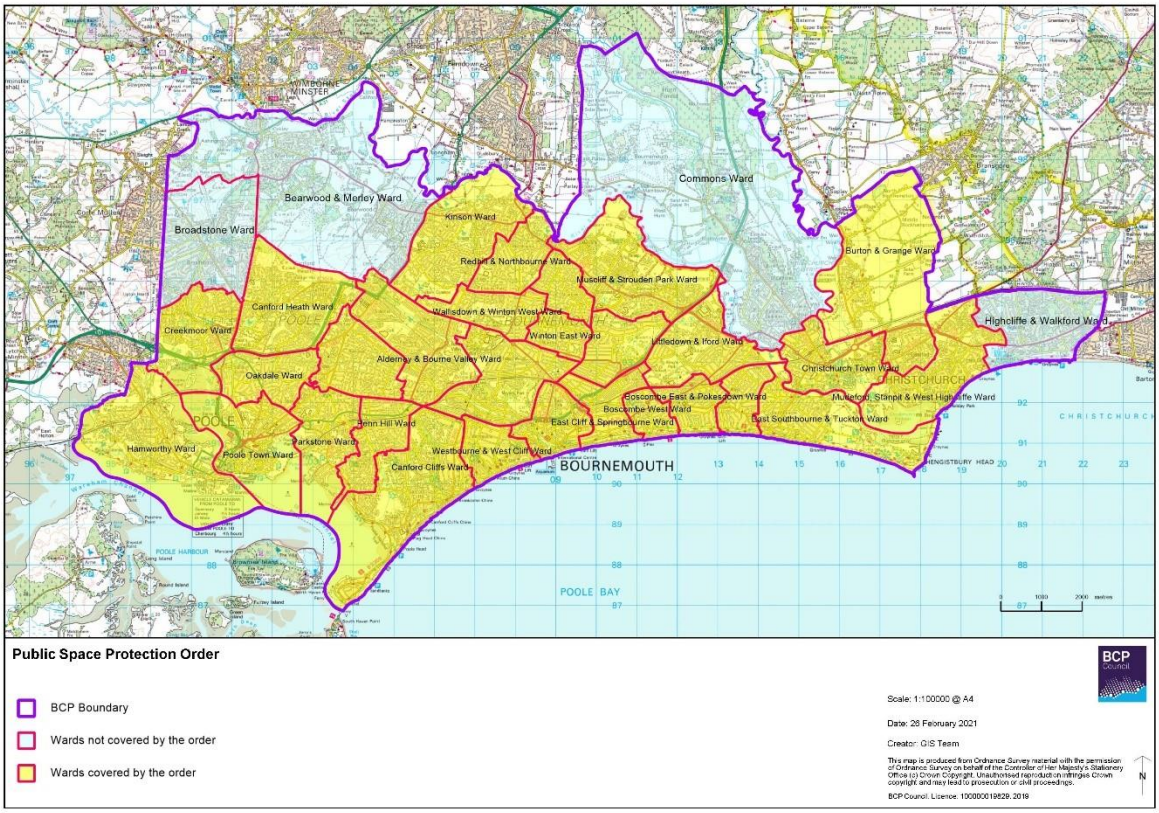
The Council requires that you terminate the activities described in section 3 and comply with requirement 4 if requested to do so within the restricted area detailed yellow on the attached map.

5. What happens if you fail to comply with restriction 3a?
If without reasonable excuse you fail to comply with restriction 3a you will be liable on summary conviction to a fine not exceeding level 2 (£500).

7. Fixed Penalty Notices

Alternatively, a Constable or Authorised Person may issue a Fixed Penalty Notice (FPN) to anyone he or she believes has committed an offence. You will have 14 days to pay the initial FPN of £100. No further proceedings will be taken against you for this offence before the expiration of 14 days following the date of the FPN. You will not be liable for prosecution if you pay the FPN during the said period of 14 days.

Order dated the 2021
This Order ends on the 2021
Signed
Date: .
Note: Any further information regarding this Notice may be obtained upon application to the Anti-Social Behaviour Manger, BCP Council



Equality Impact Assessment: Report and EIA Action Plan

Purpose

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

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

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

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

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

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

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

Policy/Service under development/review:	Public Space Protection Order (PSPO) - Alcohol
Service Lead and Service Unit:	Julia Howlett/ Andrew Williams Communities
People involved in EIA process:	Julia Howlett, Andrew Williams, Lisa Bailey
Date EIA conversation started:	24/03/21

Background

The Anti-social Behaviour, Crime and Policing Act 2014 introduced Public Spaces Protection Orders (PSPOs) to tackle a wide range of anti-social behaviour issues. The Act gives councils the authority to draft and implement PSPOs in response to particular issues affecting the quality of life of those in their communities.

Public Spaces Protection Orders are intended to deal with a particular nuisance or problem in a specific area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area which apply to everyone. They are intended to help ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

The main aim of such an Order would be to provide officers with a tool which enables them to pro-actively tackle those consuming alcohol and acting in an anti-social manner in public open spaces. For many areas this can present a very visible form of behaviours which are of a significant concern to members of the public.

It should be noted that if a PSPO is granted it is not an alcohol ban and it does not make it an offence to drink alcohol in the area covered by the Order. However, it is an offence to fail to comply with a request from an authorised officer to cease drinking or surrender alcohol in the area covered by the Order, if the individual is or is likely to cause anti-social behaviour. If alcohol is confiscated, it can be disposed of by the person who confiscates it.

Across the preceding Councils, prior to the formation of BCP Council, different approaches to tackling street-based anti-social behaviour by adults had been developed.

At the beginning of 2020 a review was undertaken to harmonise BCP Council's approach to dealing with street-based anti-social behaviour (ASB), in light of the Community Safety Accredited Scheme (CSAS) being extended across the BCP town centres.

CSAS officers work in partnership with a wide range of partner agencies and are seen as part of the Neighbourhood Policing Teams (NPT). They provide a uniformed presence on the streets and have limited powers accredited to them by the Chief Constable:

- The power to require name and address for those acting anti-socially
- The power to require name and address for those who are begging
- The power to remove alcohol from those under 18
- The power to confiscate alcohol from those acting anti-socially
- The power to require name and address for a qualifying offence

The CSAS Scheme is accredited to cover the whole of the BCP Council Area.

Alongside their enforcement powers, CSAS Officers take a balanced approach to engaging and dealing with individuals who are rough sleeping, or whose addiction issues are causing anti-social behaviour, to sign-post and make appropriate referrals to support agencies. They work closely with our services commissioned to tackle rough sleeping and substance misuse.

Different departments within the council receive complaints from members of the public regarding their experiences encountering individuals who have/are consuming alcohol and acting in an anti-social manner or the remnants of alcohol related litter.

Anecdotally front-line officers report many incidents where they have been subjected to abuse from those consuming alcohol and acting anti-socially.

There were a number of Designated Public Place Orders (DPPOs)/PSPOs across the preceding authorities and the Council proposes to consolidate the provisions in the previous Orders relating to the consumption of alcohol in public places to form one BCP PSPO.

A range of information has been collated and analysed, this has identified which areas meet the legal threshold for the introduction of a PSPO and a 28-day public consultation was held between 16 March 2021 and 13 April 2021.

Findings from the consultation identified the comments made by some participants:

- Respondents commented that the human rights of the general public need protecting and that they need to feel safe. All people should be treated the same and anti-social behaviour has nothing to do with human rights.
- Respondents felt that the proposal would have a positive impact on the local area and struck a good balance with regards to policing and enforcement.

- Respondents felt that it is important to deal with offences fairly and sensibly, and that support needs to be put in place for those who require it rather than criminalising anti-social behaviour.
- Respondents felt that the PSPO could discriminate against those who are homeless and those with addiction concerns. Respondents also felt that it could be used unfairly against young people. However, respondents also felt that it is important that the needs of the elderly, women and those with a disability are considered and that they are protected.

Describe why the change is proposed and what the expected outcomes will be and who it is designed to benefit.

What consultation and research have been undertaken? Use the information captured in the conversation screening tool and evidence forms to help.

Findings

How does your decision affect those of:

- ***Different Ages***

The proposed order is to deal with alcohol related ASB caused by adults, but it will only impact on those who are or who are likely to act in an anti-social manner.

- ***Current/Previous members of the Armed Forces***

There may be occasions where those encountered on the streets have an armed forces background. The first engagement with any individual is to ensure they are safe and advise them how they can access help and support.
A balanced approach is taken to support and enforcement, officers build a picture of the circumstances surrounding an individual to ensure any action taken is justified and proportionate.

- ***Those with caring responsibilities***

No impact identified.

- ***Those with physical disabilities***

No impact identified.

- ***Those with mental disabilities***

A balanced approach is taken to support and enforcement, if officers identify possible health issues, including mental health, the necessary advice and support will be offered. If officers have concerns about any vulnerable individual appropriate safeguarding referrals are made.

1 Prepared

by: Julia Howlett
Date: 22/04/21

Equality Impact Assessment: Report and EIA Action Plan

- ***Different ages***

The proposed order is to deal with alcohol related ASB caused by adults, but it will only impact on those consuming alcohol and who are/are likely to act in an anti-social manner.

- ***Different sexes/genders***

Anecdotal information from front line officers identifies the majority of those who might be identified as being part of the street drinking community are male.

- ***Those who identify as trans***

No impact identified.

- ***Those who are pregnant/on maternity***

No impact identified.

- ***Those who are married/in a civil partnership***

No impact identified.

- ***People from different ethnic groups***

It has been identified that in some circumstances different cultural backgrounds can mean there are differing perceptions about the consumption of alcohol in a public place. This Order is not an alcohol ban and action will only be taken if an individual is acting in an anti-social manner.

- ***People with different religions or beliefs***

No impact identified.

- ***People with different sexual orientations***

No impact identified.

- ***People in different socio-economic groups***

No impact identified.

- ***People's human rights***

The proposed order is not an alcohol ban, and any enforcement of the order will be justified by the officer dealing with the matter. In all circumstances a proportionate response will be taken.
The consultation identified some members of the public feel their human rights are affected by those causing anti-social behaviour, therefore, the Order will provide a tool to help protect the community.

Conclusion

*You **must** summarise the conclusions and outcomes of this policy/service change? i.e. issues and resolutions and lift this paragraph into your covering report.*

Clearly and succinctly set out the issues. If there are negative issues, say how these are being addressed. If there are positive issues, set these out as well.

Are there any adverse risks that need to be considered?

Summary of Equality Implications: No specific concerns have been identified around the proposal for a BCP PSPO to tackle issues of anti-social behaviour related to the consumption of alcohol. A balanced approach is taken to enforcement and support, enforcement of the PSPOs will only take place if an individual is/or is likely to be causing anti-social behaviour (harassment, alarm or distress). There is a community of 'Street drinkers' in some area where the PSPO will cover, they will not be adversely affected unless they are behaving in manner to cause anti-social behaviour. In general, the street drinking community is a mix of some who may be rough sleeping at the time and those with accommodation but who are still street attached. Many will be dependent alcoholics, for whom removing their drinks may be a medical risk. Again a balanced approach is taken where drinkers will be signposted to support services to address their problematic drinking. Enforcement action regarding breaches of the PSPO will be monitored and should this identify trends or concerns that certain groups of people are being adversely affected work will be undertaken to understand why.



2 Prepared

by: Julia Howlett
Date: 22/04/21

Equality Impact Assessment: Report and EIA Action Plan

Equality Impact Assessment Action Plan

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

Issue identified	Action required to reduce impact	Timescale	Responsible officer
e.g. the effect on disabled people is unknown	*Undertake research and consultation*		
Current/Previous members of the Armed Forces	Officers identify at first contact any support requirements and sign post to relevant services.	Continual	Julia Howlett
Mental health/other health and welfare issues	Officers identify at first contact any support requirements and signpost to relevant services.	Continual	Julia Howlett
Street drinkers	Officers identify at first contact any support requirements and signpost to relevant services.	Continual	Julia Howlett

3 Prepared by: Julia Howlett

Date: 22/04/21

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CABINET

Report subject	**Council Sustainable Fleet Management Strategy and Fleet Replacement Programme**
Meeting date	23 June 2021
Status	Public Report
Executive summary	The report seeks endorsement of Bournemouth Christchurch & Poole Council's first Sustainable Fleet Management Strategy that will raise awareness of these high profile and high value corporate assets, communicate governance arrangements to ensure the fulfilment of the councils legal obligations as a vehicle Operator Licence holder whilst detailing the roles and responsibilities of those who operate/maintain them. It will also provide clear decision making processes to deliver an integrated corporate fleet management service. Underpinning this strategy is the requirement for a sustainable (legally, financially, and environmentally) Fleet Asset Replacement Programme. A financing programme required to fund the replacement of core vehicles, plant and equipment as they come to the end of their economic life. If approved, this will form the basis of an ambitious council wide Fleet Management De-Carbonising Strategy and Replacement Programme for the next 3 years, 2021 – 2024, that proposes to balance investment in the necessary alternative fuel technology and infrastructure to support a significant increase of 104, from the current 13 Ultra Low Emissions Vehicles (ULEV) purchased and operated by the council, as well as a reduction in CO2 emissions of non ULEV's producing a combined CO2 saving of 3,062 tonnes. This is to support the council's 2030 carbon neutral declaration against as yet unknowns of the council's ongoing corporate transformation programme and asset and accommodation strategy.
Recommendations	**It is RECOMMENDED that:** **a) Members endorse the Sustainable Fleet Management Strategy, acknowledging the necessity for an initial 3 year phased approach towards achieving an ultra-low emission fleet and the future key infrastructure decisions required that will determine its direction and success.** **b) Members endorse the move to using Hydrotreated**

	Vegetable Oil (HVO) as a replacement for conventional diesel throughout the council vehicle fleet. Approving commencement of procurement for the provision of HVO fuel and the supply. This cleaner, less polluting fuel results in a significant CO2 emission reduction. **c) Members approve the £0.39m capital spend necessary to fund the supporting infrastructure investment to realise significant increases in ULEV's purchases, to be funded from capital grant** **d) Members approve the Fleet Replacement Plan 2021 – 2024 and authorise the procurement of the remaining vehicles in the plan as vehicle lives expire.** **Cabinet recommend that Council approve;** **e) Members approve the use of new prudential borrowing for the Fleet Replacement Plan and recognise the impact of this on the annual revenue budget requirement.**
Reason for recommendations	The proposed Fleet Replacement Plan and Sustainable Fleet Management Strategy set out the vital ambitious foundations towards achieving sustainable fleet management for BCP Council and a commitment towards its ambition of becoming carbon neutral by 2030. Failure to approve the Fleet Replacement Plan and associated Sustainable Fleet Management Strategy places the authority at risk as vehicles reach end of life of repeated statutory service failure, associated reputational damage, increased revenue budget pressure and potential for breach of its Operator Licence compliance.

Portfolio Holder(s):	Cllr Mark Anderson, Portfolio Holder for Environment Cllr Mike Greene, Cabinet Member for Transport and Sustainability
Corporate Director	Kate Ryan, Director Environment & Communities
Report Authors	Kate Langdown – Service Director Mark Parsons – Transport & Operating Centres Manager Shirley Haider – Management Accountant Tina Worthing – Finance Manager Steve Wade – Management Accountant

	Russell Smith – Accountant Mike Morris – Senior Property Manager
Wards	Not applicable
Classification	For Recommendation & Decision

1. Background

1.1 On the 17 January 2020 a report entitled 'Transition to a Sustainable Fleet Strategy' was considered by Cabinet with the following recommendations made:

a) the development of a rationalised, long-term BCP Sustainable Fleet Strategy be endorsed;

(b) the financial impact of the varied approach to fleet replacement by legacy Councils on the BCP Sustainable Fleet Strategy be acknowledged;

2. Sustainable Fleet Management Strategy

2.1 The developed Sustainable Fleet Management Strategy provides a pathway approach that will help to ensure BCP Council has safe, reliable, cost effective and carbon reduced vehicles, plant and associated equipment, at the right time and at the right cost to support the strategic, corporate and service objectives of the Council and to support good service delivery

2.2 Vehicles/plant and mechanised equipment are corporate assets; they have a capital value, require revenue to operate and maintain and necessitate statutory safety inspections to comply with various regulations. Environment Services (Fleet Services) are responsible for the purchase, maintenance, repair and disposal of all such assets owned by BCP Council these being:

- large goods vehicles
- vans and pick ups
- minibuses
- heavy plant and lifting equipment.
- grounds maintenance equipment
- depot plant
- trailers and tractors

2.3 The summary live asset replacement needs schedule is shown in Appendix A – Fleet Replacement Plan. Please note this schedule has been formulated using the best available data and condition assessments at the time of undertaking However, it may be necessary to amend/reprioritise vehicles to purchase due to emerging vehicle failure or service need and, as such, is a live document.

2.4 The plan will be adapted throughout its lifetime in response to the council's transformation agenda via service units with the ambition to realise overall reductions in the number of assets utilised by the council where achievable. Any increase in assets held against the plan, for example to support income generation or growth demand, will only be supported via the production of an approved business case and identified funding.

2.5 The council, through this strategy, will raise awareness of these important corporate assets, establish governance arrangements, defined roles and responsibilities and will provide clear decision-making processes to deliver an integrated corporate fleet management service.

3. Climate & Ecological Emergency Response

3.1 In July 2019 the council declared a Climate and Ecological Emergency making a formal commitment to doing all it can to achieve the target of becoming carbon neutral by 2030. This strategy creates an ambitious starting pathway towards greening the council's fleet of vehicles and other associated mechanised equipment to minimise the environmental and health impacts they cause, without compromising on the quality and efficient services we deliver daily to our residents.

3.2 As work progresses at pace with the council's transformation programme and accommodation strategy, it is recognised both will impact our future operating models. This is coupled with industry uncertainty around the direction of future Ultra Low Emissions Vehicles (ULEV's) technology, particularly in terms of Large Goods Vehicles (LGV's), where the marketplace is yet to mature. Additionally, some types of vehicles are not yet widely available and new market entrants' longevity and fitness for purpose remain, in part unproven. It is therefore proposed that the council's Sustainable Fleet Replacement Strategy is delivered in 2 phases:

- Phase 1. An initial 3-year commitment that sets out an ambitious beginning of our pathway towards greening our fleet of vehicles:
    - utilising existing operating centres with a considered investment in infrastructure and supply upgrades that will be required to deliver a significant increase in ULEV's
    - widespread switch to alternative sustainable fuels Hydrotreated Vegetable Oil (HVO) replacing conventional fossil fuel diesel across the non ULEV council fleet wherever supported by vehicle manufacturers.
    - introduction of pilots for home charging of BCP vehicles that operate directly from employees' homes.

- Phase 2. Will be to review the learning and success from phase one and re-strategize for 2025 onwards as required in response to both organisational and industry advancements that will influence the longer-term vehicle replacement plan. This will include a further Council report that will seek approval for a revised strategy and for funding for the next tranche of vehicle replacements.

Investment in Electric Vehicles (EV)

3.3 The 3-year programme seeks to ambitiously build on the existing 13 EV fleet currently operated by the council. Between 2021 & 2024 the replacement plan

proposes to procure a further 104 electric vehicles within an overall total of 369 fleet replacements required in this period.

3.4 Proposed ULEV purchases CO2 savings

Replacement Year	No of ULEV Proposed	Yearly CO2 kg reduction	Cumulative CO2 kg reduction
2021/22	80	279,722.54	279,722.54
2022/23	13	98,565.39	378,287.93
2023/24	11	17,827.63	396,115.56
	Total 104		**396 tonne CO2 reduction**

3.5 To achieve this the council must invest in necessary infrastructure. To date 19 x 7.2kw chargers have already been installed and a further 3 units already approved to support previously approved vehicle replacement needs funded via the Office of Low Emission Vehicle grant funding.

3.6 Site surveys have been undertaken to determine need and appropriateness. The strategy proposes an investment of £0.39m to realise the electric vehicle ambition.

3.7 In realising the electric vehicle ambition, it should be noted that an element of the infrastructure investment will be location specific installation and will not be transferable to another site should the council decide to move its depot provision in the future. Of the identified £0.39m infrastructure cost it is estimated only £0.15m will be transferrable to a new site. It is proposed to fund this from the MHCLG Waste Infrastructure fund.

Investment in Sustainable fuel - Hydrotreated Vegetable Oil (HVO)

3.8 The strategy proposes the widespread replacement of conventional fossil fuel diesel with HVO. This follows successful council trials and will enable the council to achieve up to 90% reduction in tailpipe emissions amongst vehicles not yet in need of replacement, or where there is unavailability in the marketplace or operational uncertainty about replacing a vehicle with an EV alternative.

3.9 HVO is a paraffinic fuel that is chemically similar to conventional fossil fuel diesel and complies with European Standard EN1590. It is also a renewable energy source, produced from 100% sustainable renewable waste feedstocks coming from waste cooking oil, residues etc.

3.10 HVO can be introduced into most diesel engines without any mechanical modifications and as such is labelled “drop in fuels”. Of our current 3,358t CO2 fleet emissions, in addition to the proposed EV conversations achieving 396t by 2024 a change to HVO could produce a 2,666t CO2 saving from 22/23. These combined changes should reduce emissions by more than 91%.

3.11 The proposed adoption and procurement specification prerequisite of HVO across the council fleet would be specified as an accredited fuel under the Zemo Partnership Renewable Fuels Assurance Scheme for high -blend renewable fuels, that complements the safe guards included in the Renewable Transport Fuel Obligation (RTFO). The assurance criteria are based on life cycle GHG emissions, feedstock sustainability and supply chain traceability.

The first full year effect of conversion will be 2022/23.

3.12 Revenue implications of a procurement move to HVO is likely to be 10 – 15% more than conventional fossil fuel diesel at present, however, it is anticipated over future years this gap will likely reduce as Government continue to disincentivise fossil fuel usage.

3.13 The figure below shows the combined financial impact of the plan to convert some vehicles to ULEV and the remainder to HVO, and then continue to replace converted HVO vehicles with ULEV, reducing the fuel costs in future years.

Cumulative Fuel Savings

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Fuel cost	1,472	1,467	1,524	1,497	1,488	1,438	1,408	1,398	1,237	1,010
Annual change		(5)	57	(27)	(9)	(50)	(30)	(10)	(161)	(227)
Cumulative Impact		(5)	52	25	16	(34)	(64)	(74)	(235)	(462)
Fuel Savings (Diesel/HVO)		(5)	(3)	(35)	(43)	(107)	(148)	(170)	(348)	(595)
ULEV Charging Costs			55	60	59	73	84	96	113	133
Net		**(5)**	**52**	**25**	**16**	**(34)**	**(64)**	**(74)**	**(235)**	**(462)**

Note:
Conversion of the fleet to HVO in 2022/23 means very little fuel savings achieved in that year.

2024/25 onwards figures are based on future years modelled EV purchases achieving 85% EV conversion of the vehicle fleet (based on current marketplace availability) and assumes zero inflation. This will be subject to a Phase Two fleet replacement report decision in 2024.

Pilot Employee Home Charging Scheme

3.14 To enable the future adoption of more electric vehicles across the council fleet and provide solutions to current council owned site charging limitations, a home charging scheme pilot will be launched.

3.15 The pilot, if successful, will be used to inform the development of the council's policy and processes with appropriate consideration of the legal, financial, environmental and safety related factors such as charge point payment mechanisms, paving the way for a wider roll-out of vehicles that for operational reasons are taken home by employees. If successful, the scheme could enable the council to increase its future electric fleet by a further 113 home charged based vehicles when they are due to be replaced.

3.16 The full strategy is detailed in Appendix B – Sustainable Fleet Management Strategy.

4. Funding Strategy

4.1 The £31.1m Fleet Replacement Plan identified in figure 1 covers the years 2020 – 2024. £4.18 million has already been approved and spent in 2020. Approval is sought for the £26.92 million element of the plan covering the period 2021 - 2024 After the application of existing available budget, is proposed to fund this from prudential borrowing. The CIPFA Prudential Code for Capital Finance stipulates that a council can utilise prudential borrowing to finance capital expenditure where: "it is supported by a robust business case that demonstrates that both the borrowing capital and associated interest repayments can be funded over the life of the asset". Repayment of new borrowing is required to commence in the first full year after borrowing is taken out. It is proposed this will be facilitated through annual 'vehicle specific' borrowing repayment budgets established within base budgets, that spread the cost of upfront borrowing over 8 years (the average life of vehicles in the Plan).

4.2 Originally the estimated vehicle spend for 2020/21 was £7.3m, actual spend is £4.18m. The revenue budget for repayment of the borrowing for these items is already provided for centrally and is therefore fully funded. The balance of purchases has been slipped into 2021/22. This has had the effect of reducing the impact of the anticipated prudential borrowing requirement of the plan in 2022/23 and increasing it for 2023/24.

4.3 Figure 1 below demonstrates the revenue impact of the plan over the next three years. The borrowing requirement in relation to vehicles purchased in 2020/21 is already provided for through existing budgets. The replacement plan from 2021/22 onwards has £2.289m of revenue budget to support the borrowing need (for example lease / hire vehicle budgets for vehicles acquired through the plan, revenue budget provision in relation to Christchurch fleet), although some of this is one-off in nature. The additional annual requirement for 2022/23 is £0.63m, increasing to £2.4m in 2023/24

Figure 1	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	Total £k
Prudential borrowing requirement (repay from following year)					
Fleet Strategy	4,148	17,801	5,498	3,655	31,102
Total new borrowing	**4,148**	**17,801**	**5,498**	**3,655**	**31,102**
Annual borrowing repayment including interest @ 3%	0	591	3,127	3,910	7,628
Annual borrowing repayment	**0**	**591**	**3,127**	**3,910**	**7,628**
Leasing budgets	0	0	(145)	(228)	(373)
Prudential borrowing budgets	0	(591)	(885)	(885)	(2,361)
ULEV/HVO savings		0	0	0	0
Recharges to HRA / Capital	0	0	(115)	(115)	(230)
Vehicle related revenue budgets	**0**	**(591)**	**(1,145)**	**(1,228)**	**(2,964)**
One off surplus from previous year		0	**(560)**		(560)
Application of historic vehicle capital receipts			(291)		(291)
Application of future vehicle capital receipts			(293)	(73)	(366)
One-off funding	**0**	**0**	**(1,144)**	**(73)**	**(1,217)**
Annual revenue cost (inc risk premium)	**0**	**(0)**	**838**	**2,609**	**3,447**
Risk premium (diff betwn interest @ 3% and 1.43%)	0	(38)	(204)	(255)	(497)
Annual revenue cost (exc risk premium)	**0**	**(39)**	**634**	**2,354**	**2,950**

4.4 There is currently a provision of £1.647m in the MTFP for 2022/23, with a further increase of £0.47m in 2023/24. These provisions can now be revised, reducing the increase in budget for 2022/23 by £1.013m, and increasing the budget by an additional £1.25m in 2023/24 to match the requirements in Figure 1. The planned purchases of £3.65m in 2023/24 will require an additional £0.9m of budget provision in 2024/25.

	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	Total £k
MTFP proposal as at February 2021	0	0	1,647	470	2,117
Change proposed	0	0	(1,013)	1,250	237
Revised MTFP proposal June 2021	**0**	**0**	**634**	**1,720**	**2,354**

As shown in 3.13 once the conversion to ULEV and HVO are bedded in, revenue savings will start to be achieved, estimated at £.034m in 2025/26 increasing to £0.462m by 2029/30. Subject to Phase Two fleet procurement decision report in 2024.

4.5 Members are reminded that the reason BCP Council finds itself in this financial position is because of the differences in funding approaches used by legacy authorities. Bournemouth Borough Council historically utilised a combination of capital grant funding, one-off reserve allocations or one-off in year revenue savings to finance fleet purchases. In Christchurch a mixed approach to fleet funding was used with a proportion of fleet funded from ongoing revenue budget, others from one-off capital resource. The results of this approach are that insufficient revenue vehicle budgets were set aside in legacy revenue budgets through which to fund the replacement at life expiry. BCP Council has therefore inherited a largely ageing fleet with inadequate revenue budget provision set aside through which to fund its replacement.

4.6 The council retains the option of utilising capital grant funding to acquire a proportion of the fleet. This would reduce the borrowing requirement and subsequent impact on the MTFP. Whilst it would offer some 'breathing space', it is not a permanent and financially sustainable solution as the same funding pressures / issues would still emerge 8 years from now.

4.7 The council could also consider postponing the acquisition of some vehicles to later years – utilising more leased / hired vehicles in the interim. This is not deemed to be cost effective as the cost of hiring vehicles is proven to be more expensive that outright acquisition.

5 Financial Risks

5.1 Fleet cost estimates within the plan are based on recent vehicle acquisition prices, awarded either off competitive procurement frameworks or after a fully open procurement exercise. Whilst some allowance is made for likely inflationary increases in vehicle acquisition price, final capital outlay will only be known once the procurement process for each vehicle is completed. There is therefore an underlying financial risk that capital outlay in the Plan is undervalued.

5.2 All capital receipts from selling vehicles to be replaced will be recycled back into the funding of the ongoing replacement programme. The plan assumes a level of residual value on vehicles of around 1.5% of purchase price. Should these residual values not be realised, the budget required to cover the borrowing repayments would need to be increased. The percentage applied is deemed to be highly prudent and should be attainable across the entire fleet.

5.3 The MTFP pressure makes no allowance for risk premium. In line with the Council's Invest to Save framework, a low risk rate of 3% is applied to borrowing repayments, where the project relies on future income streams to repay the borrowing. As there is

no reliance on future income in this instance the risk premium has been excluded from net revenue pressure funding being sought.

5.4 Some or all of the new prudential borrowing requirement is likely to be affected through new PWLB loans. Members will be aware that the PWLB is in the process of consulting on changes to the PWLB borrowing framework. Proposed changes will restrict the circumstances in which a Council can access PWLB borrowing. The consultation makes it clear, however, that Councils can still access PWLB borrowing for capital spend that falls into one of the following categories:

- Service delivery
- Housing
- Regeneration
- Refinancing (of historic PWLB debt)

The Fleet Replacement Plan falls under the "Service Delivery" category. The Council therefore assumes continued access to PWLB borrowing to finance the Plan if required.

6. VFM Assessment

6.1 All vehicles within the plan have been rigorously scrutinised and challenged with regard to the future necessity of replacement need and will be again ahead of the year replacement is due. All vehicles in the plan will be acquired through an open and transparent competitive procurement process.

6.2. The council considers the outright acquisition of vehicles to be more cost effective than a lease / hire option, and it also offers greater service flexibility. This is supported by marketplace monitoring. Fleet Management Officers will continue to periodically sample model procurement options with Financial and Procurement Services

6.3 The plan optimises expected vehicle lifespans – vehicles are intended to be replaced only when vehicle lives expire. Repairs and maintenance budgets are consistent with this approach.

7. Summary of legal implications

7.1 BCP Council is required to adhere with Transport legislation which is intrinsically connected to a providing a safe and compliant fleet:

- The Road Traffic Act 1998 Section 74
- The Goods Vehicle Licence of Operators 1995
- Traffic Act 1968

7.2 Proactive investment in the Fleet Replacement Programme reduces the risk of failure to comply with the requirements of the Operator's Licence and associated legislation.

8. Summary of human resources implications

8.1 There are no human resources implications arising from this report

9. Summary of sustainability impact

9.1 The purchase of new vehicles has an environmental impact in terms of the use of materials used to make the vehicles and embodied emissions from the manufacturing process. However, the replacement of aged Euro 4 and 5 diesel assets with electric, hybrid, petrol and (where no practical alternative exists) Euro 6 diesel will result in a significant reduction in the emissions of all types of pollutants from the Councils' fleet, which will contribute positively to improving air quality across the conurbation.

9.2 Adopting HVO as the primary fuel for council fleet assets not proposed to be replaced by EV at this time will reduce CO2 tailpipe emissions by up to 90% thereby make a significant contribution towards reducing the council's scope 1 emissions and commitment to being carbon neutral by 2030.

10. Summary of public health implications

10.1 The Fleet Replacement Programme will help ensure vehicles are replaced in a timely manner to take advantage of the latest emissions, telematics and safety related technology to improve public safety and local air quality.

10.2 Removing diesel fuel as the primary fuel source for council vehicles to HVO fuel will positively result in fewer exhaust emissions and result in improved air quality and therefore better public health.

10.3 A switch to Electric Vehicles produces a reduction in operating noise and associated quality of life. As an example, an ERCV operates at 60 decibels versus a diesel equivalent operates at 100 decibels.

11. Summary of equality implications

11.1 There are no specific issues arising from this Fleet Replacement Programme report. Vehicle specifications are assessed to consider equality implications as part of the procurement process.

11.2 A full equities impact assessment relating to employee at home electric vehicle charging will be undertaken in advance of the pilot.

12. Summary of risk assessment

12.1 Failure to replace vehicles, plant and equipment in a timely manner increases the likelihood of equipment related incidents that could result in fatality, serious injury, prosecution (including the potential for corporate manslaughter) and serious loss of reputation.

12.2 Poor fleet management can have a serious detrimental effect on service units ability to deliver services cost effectively. The current combined fleet assets are approximately £38m in value and, with an annual operating budget of £4.2m fleet is a significant component to ensuring business continuity and providing support for growth.

12.3 Climate & Ecological Emergency Declaration, delays in securing capital funding to support decarbonising the Council fleet and investment in associated infrastructure will result in the Council not achieving its 2030 carbon neutral ambition and targets will need to be revised to reflect this.

12.4 Ability to achieve EV conversion as planned will be dependent upon Scottish & Southern Electrics (SSE) ability to resource the infrastructure upgrade requirements within the timescales needed. Whilst discussions have been held and quotations received this cannot be confirmed until a formal works order is placed.

13. Background papers

Transition to a Sustainable Fleet Strategy (Published works)

Covid-19 Fleet Procurement Decision Record (CIMT)

Appendices

Appendix A Live Summary Fleet Replacement Programme

Appendix B Proposed Sustainable Fleet Management Strategy

Appendix C Decision Impact Assessment

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APPENDIX A - FLEET SERVICES REPLACEMENT PLAN

Estimated cost					Number of vehicles				Items of plant			
	2021/22 £k	2022/23 £k	2023/24 £k	Total £k	2021/22	2022/23	2023/24	Total	2021/22	2022/23	2023/24	Total
Environment & Community												
Environment												
Bereavement	94	0	0	94	4	0	0	4	0	0	0	0
Cleansing	927	534	106	1,567	19	6	1	26	3	0	0	3
Fleet	275	55	0	330	8	2	0	10	2	0	0	2
Grounds	3,432	1,498	818	5,747	50	15	11	76	454	119	100	673
HWRC	194	150	214	558	1	1	2	4	0	0	0	0
Refuse	5,765	2,435	185	8,385	29	11	1	41	4	0	0	4
Highways	3,547	86	90	3,723	31	3	1	35	12	0	2	14
Housing												
Corporate Works Team	273	65	0	338	8	2	0	10	2	0	0	2
Facilities Management	160	0	0	160	1	0	0	1	4	0	0	4
Housing	120	0	0	120	4	0	0	4	2	0	0	2
In House Team	784	98	1,085	1,967	27	4	37	68	1	0	0	1
Communities												
Regulatory	80	25	0	105	3	1	0	4	0	0	0	0
Regeneration & Economy												
Destination & Culture												
Culture	35	0	25	60	1	0	1	2	0	0	0	0
Seafront	256	0	95	350	7	0	4	11	3	0	0	3
Upton Country Park	51	0	1	52	3	0	0	3	0	0	1	1
Growth & Infrastructure												
Engineers	136	52	61	249	7	2	1	10	0	0	1	1
Parking	401	44	0	445	15	4	0	19	3	0	0	3
Passenger Transport	975	328	951	2,254	7	7	9	23	2	0	0	2
Resources												
IT	25	0	0	25	1	0	0	1	0	0	0	0
Mayoralty	0	90	0	90	0	2	0	2	0	0	0	0
SVPP	0	39	0	39	0	2	0	2	0	0	0	0
Adult Social Care												
Social Services	176	0	0	176	8	0	0	8	0	0	0	0
Transportation	95	0	25	120	4	0	1	5	0	0	0	0
Total	**17,801**	**5,498**	**3,655**	**26,954**	**238**	**62**	**69**	**369**	**492**	**119**	**104**	**715**

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Appendix B

Sustainable Fleet Management Strategy 2021 – 2024

Forward

I am pleased to intoduce Bournemouth, Christchurch and Poole Council's first Sustainable Fleet Management Strategy. Its aim is to ensure services have compliant assets in the right place at the right time and that offer value for money. Very importantly through the adoption of a measured evidenced based approach Fleet Services will make ambitious strides to support the council's commitment to become carbon neutral by 2030.

Our fleet and equipment are vital assets in the delivery of services to our residents, businesses and visitors. The high-profile brand of BCP Council vehicles amongst our communities has implications for the council's reputation. A well maintained and efficient fleet contributes to public confidence in the council.

All vehicles and equipment must be fit for purpose and need to be managed effectively to support our services and ensure the health and safety of staff, customers and the wider community.

The timely procurement and management of these assets is key to delivering the council's five priorities:

- Sustainable Environment
- Dynamic Places
- Connected Communities
- Brighter Futures
- Fulfilled Lives.

This strategy provides the framework for the procurement, management and maintenance of all the vehicles, plant and mechanical equipment operated and required by the council. It also helps the council to deliver its services and meet its regulatory obligations as a Department of Transport Operator Licence holder.

Its success will be dependent on securing long term financial commitment and the support and co-operation of all employees to ensure our asset portfolio is always operated efficiently, responsibly, and sustainably.

Councillor Mike Greene

Portfolio Holder for Transport & Sustainability

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Vision and Objectives

Effective management of fleet related assets is critical to the delivery and performance of council services. This Sustainable Fleet Management Strategy sets out and controls the management of council fleet related assets.

Our vision is to provide effective fleet procurement, management, and a workshop maintenance service, enabling our users to deliver safe, reliable and cost-effective services to our communities, with a commitment to significantly reducing our reliance on fossil fuels and to make our assets environmentally sustainable

The objectives of the Sustainable Fleet Management Strategy are:

i. Assets fit for purpose - All vehicles/plant and equipment will be 'fit for purpose' in terms of condition and suitability for the intended use.

ii. Safety - The vehicle/plant or equipment must secure the minimum health and safety risk to our staff and members of the public.

iii. Assets used effectively – Assets will be treated as a corporate resource, and the need to own/maintain the vehicles/equipment will be regularly challenged with users and the performance of assets will be monitored and reported with the aim of eliminating unnecessary expenditure.

iv. Sustainability - Assets, which run efficiently, maximise value for money, are environmentally and energy efficient contributing directly to delivering reductions in carbon emissions inclusive of the environmental life cycle of the vehicle and component parts (including fuel).

v. Centralised financial management - All asset expenditure will be managed by Fleet Services via an agreed sustainable replacement/maintenance plan, appropriately funded from dedicated service revenue budget allocations. Fleet Services will work with services when additional/high cost assets are required that are outside of the approved replacement/maintenance plan to determine if the need can be met through existing wider fleet assets or confirm the need for service units to identify funds to cover such items.

Note: This strategy is not intended to cover the council's grey fleet - Vehicles that are owned and driven by an employee for business purposes. Separate future polices and processes are to be considered to address grey fleet and sustainable travel.

Fleet Services Profile

The current assets comprise of 611 vehicles.

This is made up of a diverse range of vehicles from small vans, light goods caged and tipper vans, tail-lift box vehicles, mini-sweepers, minibuses, gritters and tippers, skip loaders and a range of heavy goods vehicles.

These assets are critical for delivering statutory frontline and income generating services which include:

- collection of waste and cleansing services including commercial
- maintenance of roads, cycleways/footpaths and winter operations
- passenger transport provision
- maintenance of open spaces including beaches
- maintenance of public buildings the council's housing stock.

In addition, there are a further 801 items of plant and equipment necessary to deliver our core services.

Fleet Operating Budget

Current capital assets £38.9 million

The council's overall annual fleet operating budget is £4,603,330

Item	Spend	Notes
Vehicle fuel	£1,472,030	Existing vehicle fleet Based on £1.10 pl
Servicing and maintenance	£1,283,100	Includes labour and centre operating costs
Parts and materials	£1,133,300	Includes external works
Leasing and hire charges	£603,100	
Licences	£111,800	

Note – Insurance is excluded as it is part of the council's overall insurance premium.

Corporate Fleet Assets Roles and Responsibilities

Fleet Services

Overarching responsibility for the compliance of all requirements associated with the council's Vehicle Operators Licence and for the delivery of strategic fleet procurement, maintenance, and management.

Fleet Services will provide advice and guidance for all departments within the council on all aspects related to vehicle, plant and equipment assets operation related matters, including provision of driver training where required.

Directorates/Service Units

Timely identification and clear communication of requirements to deliver services including the pursuit of alternative environmentally suitable modes of travel. Production of evidence-based business cases including financial commitment to seek amendments to fleet portfolio. Managing staff to ensure they comply with BCP Council policies and procedures, Transport and Road Traffic laws. Suitably manage drivers to ensure adherence to regulations and that there is no damage to the assets in their control and that the safety of themselves and others is not compromised in any way.

Drivers/Operators

Compliance with all elements of BCP Council's driver policies, transport and road traffic laws. Use the assets in accordance with operating instructions and return them in good condition. Provide feedback via their service unit on the suitability of vehicles currently in service and any demo vehicles they are asked to trial.

BCP Council will ensure it develops a robust Vehicle Usage Policy and that it is reviewed periodically to maintain its integrity and effectiveness. The Vehicle Usage Policy's aim will be to clearly set out standards of driving conduct for staff to ensure their own and others safety. This will include the monitoring of drivers' hours, driver licences, and fitness to drive, vehicle use and accident reporting. Council vehicles include council owned, leased or hired vehicles.

Strategic Procurement

Provide specialist advice and support to Fleet Services and lead manage the procurement process and compliance with BCP Council and public procurement regulations.

Financial Services

Work with Fleet Services and service units to produce, maintain and monitor a sustainable financial plan to support the strategy to ensure approved budgets are not exceeded. Provide appropriate financial analysis on business cases, work with Fleet Services and service units to identify appropriate funding for additional assets outside of the approved plan and challenge to ensure maximum efficiency and sustainability.

Key Functions of the Fleet Services Team

Act as holder of Operator's Licence ('O' Licence) on behalf of the Council maintaining safe and compliant assets.

Our operations are highly regulated and must adhere to the 'O' Licence terms and conditions, European Directives, health and safety legislation, Driver & Vehicle Standards Agency (DVSA) and Driver & Vehicle Licencing Agency (DVLA) rules and regulations as well as BCP Council policies and guidelines covering vehicles and driver usage. Running a modern fleet is a safety critical operation that must ensure employee and public safety. This is achieved through best practice in vehicle inspection, maintenance, operation and procurement.

The general requirements of the 'O' Licence cover:

- laws relating to driving and vehicle operation are observed
- vehicle maintenance arrangements
- drivers' hours and records management
- vehicle overloading
- maintaining our operating centres
- provision of sufficient financial resource
- professional competence
- good repute.

Maintenance of in-house fleet and plant assets via in house workshops and external providers that support the enabling of front-line services to deliver their service requirements

Our workshops and support team employ 36 full time employees (FTEs) and currently operate across four locations - Southcote Depot Bournemouth, Hatchpond Depot Poole King's Park Depot Bournemouth (satellite site) and Grange Road Christchurch (satellite site)

Accident damage repairs will be arranged in liaison with the council's insurers. External vehicle body shop repair facilities will be used for accident damage repair and the work inspected by Fleet Services for compliance with standards.

Warranty repairs will be undertaken both internally and externally wherever most effective in the circumstances to minimise downtime.

The frequency of servicing can vary depending on the type of vehicle, this is governed by the terms of the council's Operators Licence, manufacturers recommendation and safety related compliance in general terms the frequencies are:

- annual service for all types
- annual MOT for all Large Goods Vehicles (LGV) and small vehicles + three years
- six weekly inspections / for O licence (LGV & Public Service Vehicles PSV)
- six monthly inspections for light commercials
- yearly services for small plant

Professional advice to users on vehicle specification and operation

We will work in partnership with service users to identify suitable replacement types, combining the expert knowledge and experience of service users to that of the fleet teams technical staff to ensure we secure the right product correctly specified to meet current and anticipated future needs. Fleet Services will arrange and manage suitable vehicle and technology demonstrators that will enable services to sample the current market, providing access to the latest technical advances in vehicle and vehicle management technology.

We will ensure vehicles are supplied with training, certification, support packages and warranties to ensure operators utilise vehicles and equipment safely, and managers are equipped to maximise any potential efficiencies and savings through the use of auxiliary systems – such as equipment telemetry and CCTV.

Manage vehicle procurement and branding for service users

Procurement of approved replacement vehicles will be subject to BCP Council Procurement Rules/Financial Regulations and EU Public Procurement Regulations.

There are several framework agreements available to us that can provide the service with a range of potential suppliers. Alternatively, and increasingly proving advantageous we can conduct our own bespoke procurement exercise. The options for procurement will be regularly reviewed by Procurement and Financial Services to ensure the most appropriate and cost-effective methods are used.

The evaluation and award criteria of the most appropriate vehicles/plant or equipment to select will include purchase costs, whole life running costs, spare parts, warranty provision and environmental credentials including full life cycle.

It is important that our vehicles comply with our brand guidelines and present a professional and consistent face to our surrounding communities. Only the BCP Council logo should appear on council vehicles – not individual directorate or service names.

Storage and supply of fuel

Fuel is supplied from three bunkered sites. The procurement and distribution of this fuel is managed by Environment Services.

Fuel management is key to monitoring vehicle use and detailed reporting is required to report on and manage CO2 emissions. Work is underway to consolidate fuel system telemetry and establish a direct link into Fleets management system *Tranman* which will provide detailed reporting on fuel use by type, class and service area.

Combined fuel use for the current BCP Council vehicle fleet excluding small plant equipment is estimated at 1.34 million litres which equates to approximately 3358 tonnes of CO2. Based on current diesel blend (7%)

Provision of a corporate vehicle hire facility

We will arrange car hire for any period over 12 days to ensure the vehicle appears on fourth directive insurance database. Hires for less than 12 days should be dealt with by individual service units directly via the corporately approved provider. All other hired vehicles are arranged centrally by Fleet Services, including commercial vehicles, to ensure compliance with insurance and Operators Licence requirements. All large commercial vehicles over 3500kgs have a safety inspection prior to service unit operation under ‘best practice’.

Provision of core driver/operator training

Our driver / operator training is undertaken by our in-house training team Fleet Training Services. This training has been developed to fulfil our health and safety responsibilities, statutory duty and to provide staff with the skills they need to undertake their roles.

We are a Joint Approvals Unit for Periodic Training (JAUPT) accredited training centre this enables us to deliver Driver Certificate of Professional Competence training straight to our teams and in a way that ensures as little disruption to services as possible. We also have qualified instructors / assessors accredited with Independent Training Standards Scheme & Register (ITSSAR) delivering plant and machinery training.

Income generation via safety inspections and MOTs

We are an established and trusted organisation offering competitive prices. Our vehicle technicians are fully skilled in both light and heavy vehicles and are committed to carbon reduction and environmental sustainability.

We offer regular inspections and MOT classes 4 ,5 & 7 vehicles to businesses and private vehicle owners offering a full service and repair facility via our skilled fitters.

We provide a testing service for licensed taxis operating within the authority's area, in conjunction with and at the request of the licensing section of the council.

Disposal

Prior to disposal of vehicles at the end of their useful lives with the council, we will remove council equipment and livery. Prior to pre-sale, we undertake roadworthiness checks to maximise potential sale proceeds. Once de-commissioned, vehicles will be sold at auction using approved providers, or direct to public and private organisations where value for money can be demonstrated.

Proceeds from any sales of vehicles will be credited to the Fleet Asset Replacement Fund. Vehicles which are deemed to be beyond any use and have reached the end of life will be disposed of through recognised accredited vehicle dismantlers.

Fleet Asset Replacement and Management Process

We have identified our current core fleet assets needs via the formation of a live register. Service units have and will continue to be required to confirm a continuing need for the assets. We must invest in such assets to enable the delivery of our core functions and responsibilities. For additional new vehicles or vehicle modifications/enhancements service units must provide an approved business case clearly demonstrating the necessary ongoing funding is in place or which other parts of their fleet profile is to be reduced to accommodate any increased funding costs.

The financial investment required to support such a large and diverse asset replacement programme must not be underestimated and poses a very real challenge, with only minimal capital allocations secured significant additional funding is necessary to keep services operational. With demands exceeding available financial resources the need for a robust replacement plan is essential to prioritise replacements based on necessity.

The asset register will identify assets coming to end of operating life and/or when an asset is coming to the end of its funding arrangement or when cost of replacement has risen. Fleet Services will engage with service units to determine if there is an ongoing future need and if so, explore marketplace advances to inform replacement options including Ultra Low Emission Vehicles (ULEV).

Replacement factor considerations:

- condition of vehicle
- mileage of vehicle
- age of vehicle
- service unit’s requirement needs
- whole life costs incurred to date
- projected future maintenance costs if retention a consideration
- existing fuel type and carbon impact
- alternative marketplace fuelling options available and viable
- carbon footprint of repair versus new.

Replacement Financing Strategy and Operating Budget

The approved live replacement strategy will be funded from prudential borrowing. This has the benefit of spreading the financial impact of fleet acquisition over the useful life of the asset and ensures the financial sustainability of the fleet. This is because ongoing revenue budgets are established for borrowing repayments, from which future vehicle replacements are funded when vehicle lives expire. The Prudential Code for Capital Finance stipulates that a council can undertake prudential borrowing:

I. to finance capital expenditure

II. where it is supported by a robust business case that demonstrates that both the borrowing capital and associated interest repayments can be funded over the life of the asset.

In line with the council's 'invest to save' framework, prudential borrowing would be repaid over the useful life of each vehicle, at a 'low risk' borrowing rate currently of 3 per cent.

The funding required to operate and maintain the approved fleet will be through an approved revenue budget allocation held centrally by Fleet Services with support from Financial Services and will take account of the known requirements. Any additional/exceptional requirements will need funding from other sources and will be agreed with services prior to any purchases/works taking place. Increasing costs affecting many assets e.g. fuel prices will be dealt with through the council's annual budget setting process.

Decarbonising Our Vehicle Fleet 2021 – 2024

July 2019 saw the council declare a Climate and Ecological Emergency making a formal commitment to doing all it can to achieve the target of becoming carbon neutral by 2030.

The way in which council vehicles are operated and renewed is seen as a vital part of our response to the climate emergency and the expectation that council become a leader in the fight to reduce the conurbations carbon emissions.

The Government's Road to Zero Strategy and Ten Point Green Industrial Revolution presents us all with a challenge to drastically reduce our carbon emissions by 2030. For our fleet management, that means taking a 4-step approach to sustainability:

- collecting accurate data around vehicle use
- managing and reducing demand
- switching to Hydrotreated Vegetable Oil **(**HVO) a paraffinic, premium quality second-generation renewable fuel that provides a cleaner-burning alternative for use in diesel engines. Whilst not the full solution it offers a significant important interim intervention in reducing greenhouse gas emissions by up to 90%.while other technologies are developed.
- investing in ultra low-emission vehicles (ULEVs) and infrastructure where accessible and proven in the marketplace

Our initial 3 year strategy sets out an exciting beginning of our pathway towards greening our fleet of vehicles to minimise the environmental and health impacts they cause, without compromising on the quality and efficient services we deliver daily to our residents.

Green vehicle technology is developing rapidly all the time and the purpose of this strategy is not to second guess what future technology will emerge within the marketplace or predict our corporate transformation programme outcomes including understanding how and where services will be delivered across our conurbation. At the heart of this strategy is a bold aim to significantly reduce our current carbon emissions and transition as many of our vehicles to be a ULEV fleet over the forthcoming 3 years where these are marketplace available and proven effective, as well as promoting healthier forms of travel such as walking and cycling.

Marketplace overview

Industry acknowledges that the ULEV marketplace is yet to mature particularly in terms of the large goods vehicle fleet with some types of vehicles not widely available. Whilst over the past year development of the larger type of vehicle has expanded onto the market, these new market entrants' longevity and fitness for purpose remains in part unproven, however rapid progress is now being made.

As part of the Government's Green Industrial Revolution, and following extensive consultation with car manufacturers and sellers, the Prime Minister has confirmed that the UK will end the sale of new petrol and diesel cars and vans by 2030, ten years earlier than planned. However, it will allow the sale of hybrid cars and vans that can drive a significant distance with no carbon coming out of the tailpipe until 2035. Government is also committed to launch a consultation on the phase out of new diesel Heavy Goods Vehicles (HGVs) to put the UK in the vanguard of zero emission freight with a potential focus on hydrogen. No date has been set yet.

Challenging our approach

The council corporate vehicle fleet assets comprise of 611 vehicles with currently only 2% of the overall fleet being an ULEV.

Profile includes:

- 216 light goods vehicles
- 184 small vans
- 114 Heavy Goods Vehicles
- 48 Minibuses
- 19 Road sweepers
- 21 Cars/motorbikes
- 9 Forklifts/Cherry pickers

Our vehicles currently principally run on Diesel or Petrol with an increasing number of small vans being replaced with electric as standard. The vehicle fleet has been assessed as emitting 3,358 tonnes of carbon on average each year which accounts for 42% of our known direct (Scope 1) CO2 emissions. Total Scope 1 emissions are reported as 7942.3 tonnes per annum.

As an organisation we have already undertaken numerous initiatives to develop more sustainable forms of fleet management including; adoption of fully electric small vans, implementation of grant funded fleet vehicle electric charge points, adoption of bio diesel fuel stocks, driver behaviour monitoring and training, the broader use of telematics and route optimisation software, adoption of electric waste collection vehicle bin lifts, promotion of clean air roadshows including promotion of electric bikes and electric cargo bikes, as well as reducing overall fleet numbers through identification of duplicate resources or via service redesign.

We have secured further Office for Low Emission Vehicle (OLEV) grant funding to increase the number of existing charge points from 9 to 22 with 19 units installed to date, to support ongoing procurement of proven electric small fleet. The work to install these further charging points has started with our own accredited Facilities Management Services team providing the equipment and installation work required.

Locations:

Hatchpond Depot	8
Southcote Road Depot	5
Bournemouth Town Hall	2
Poole Civic Centre	3
Grange Rd Depot	1
Kingland Road Car Park	1
Dalling Rd Depot	1
Kings Park Depot	1

Pathway to Achieve a Zero Tail Pipe Emissions Fleet

Our pathway details a series of steps to be fully considered before procurement is pursued.

a. Where possible, in the first instance the fleet will continue to be rationalised as transformation programmes develop, ensuring that vehicle utilisation is maximised whilst balancing a growing conurbation and the operational needs of service units.

b. To compliment the fleet profile and encourage alternatives to services the introduction of a pool of electric bikes will be evaluated to encourage active travel where it is safe and appropriate to service delivery to do so.

c. When a vehicle is due to be replaced, it will be replaced with an ultra-low emission vehicle (ULEV) as the vehicle of preference e.g. small van fleet. Essentially, and with consideration to existing council infrastructure and current availability, these are likely to be full electric vehicles or a petrol hybrid configuration at the present time.

d. When a ULEV is not available, economically viable or cannot secure the necessary supporting infrastructure needs, the replacement vehicle will as a minimum be Clean Air Zone compliant, and fuelled via Hydrotreated Vegetable Oil (HVO) fuel which provides a straightforward alternative to diesel to significantly lower carbon emissions by as much as 90%.

e. Once vehicles are clean air zone compliant and/or where manufacturer supported fuelled via HVO fuel, where possible the lifecycle will be extended whilst balancing the day to day maintenance costs until alternative fuelling options become common place in the marketplace and suitability is understood.

Ultra Low Emission Vehicle Procurement Programme

Whilst ambitious, this strategy takes a measured approach in investing our limited funds in the rapidly evolving area of electric or other ultra low emissions vehicle (ULEV) technology and recognises that the council is not best placed to stay on the cutting edge of technology development.

Electric vehicle infrastructure requirements are scalable, and our relatively small geography mitigates some of the concerns about electric vehicle range for being a suitable ULEV technology pathway for the council to pursue at this time.

In September 2019 all council buildings across Bournemouth, Christchurch and Poole switched to be powered on 100% renewable electricity – including our operating depots.

The electricity procured is supplied by energy company Npower and it is a fully audited Renewable Energy Guarantees Origin (REGO) certified product. It is generated from wind and hydro sources.

The council, however like any organisation looking to invest in a large number of electric vehicles faces a challenge: charging infrastructure and capacity. Surveys of our sites suggest the capacity is limited to only charge a small number of vehicles, this is not due to the power supply of the site but because of the local grid and insufficient supply capacity.

To realise this 3 year strategy and achieve 104 new ULEV replacements including Large Goods Vehicles (LGV's) significantly bolstering the 13 vehicles already forming part of our ULEV fleet, investment in enabling infrastructure is key and will necessitate funding to upgrade the substation at an existing depot to address the current incoming main capacity limitations of 100kw to achieve 500kw, a large capacity network, a standard EV charger is rated at 7.2 kw and ~~a~~ larger chargers at 40kw / 50kw.

Investigation have shown that axillary sites can generally accommodate between 2 – 3 chargers without the need for infrastructure upgrades although each proposed location will need to be surveyed for confirmation.

How Electric Vehicles Stack Up – Investing in our Future

Electric vehicles are only one of several ULEV technologies within the transport marketplace but are one of the most advanced and readily available. Replacing existing petrol or diesel vehicles with electric vehicles (EVs) brings the environmental benefits of lowering carbon emissions and reducing local air pollution.

Small electric vehicles now achieve cost parity with conventional vehicles in the UK. Cost is no longer a barrier to purchase with councils achieving savings in vehicle running costs, with some research showing a typical electric vehicle saving its operator roughly £100 in fuel for every 1,000 miles driven, when compared to petrol or diesel.

Development continues throughout the motor industry with new market entrants emerging in increasing numbers now including the Large Goods Vehicle market.

Pilot Employee Home Charging Scheme

To enable the future adoption of more electric vehicles across the council fleet and provide solutions to current council owned site charging limitations, a home charging scheme pilot will be launched. Employees who have off-road parking at their home and require a council vehicle to fulfil their employment will be sought to volunteer for the pilot. The council will fit the charge units and pay a reimbursement to the employee aligned to the electricity rate to charge the vehicle. If the employee leaves the authority, the council will remove the unit.

The pilot if successful will be used to inform the development of the council's policy and processes, with appropriate consideration of the legal, financial, environmental, and safety related factors such as on charge point payment mechanisms, paving the way for a wider roll-out.

Home charging if proved successful could enable the council to increase its electric vehicle fleet by up to a further 113 home-based vehicles.

Fuelling Investment Switch - Hydrotreated Vegetable Oil

Given the urgency of the climate crisis, there isn't enough time to wait for our vehicles to reach their end of economic life replacement timelines or ongoing increase in marketplace EV uptake to make a significant reduction in our local emissions. The future remains uncertain, in that technology is developing all the time and the purpose of the fleet strategy is not to second guess the future technology; switching to renewable, paraffinic fuels offers a straightforward and immediate solution. It will also support a circular economy, as the HVO fuel is produced from sustainable feedstock, including waste cooking oil.

Our aim is for our vehicles to be ultra-low emission vehicles (ULEVs) by 2030. Ideally this will be achieved by using electric, hydrogen, compressed natural gas (CNG) or other emerging technologies which have zero tailpipe emissions. However, current vehicle technology and local supporting infrastructure does not currently widely support this vision, particularly for the heavy goods vehicles. In response our strategy proposes using renewable fuels to minimise emissions during this transition.

During trials, the fuel has performed well from an operational point of view. HVO requires no additional maintenance or changes to operational procedure as it is used as a direct replacement for conventional diesel so there is no price differential for the vehicles themselves. The fuel costs more per litre than mineral diesel so there is no whole life cost saving however, it represents a cost-effective option for reducing fleet carbon emissions.

Carbon (CO2) emissions from the combined Councils' fleet of vehicles represent 42% of the organisations Scope 1 CO2 emissions, approximately 3,358 tonnes in total. HVO is a paraffinic fuel that is chemically similar to conventional fossil fuel diesel and complies with European Standard EN1590 it can reduce greenhouse emissions by up to 90% depending on the blend.

The council will seek to procure its bulk fuels contract to make HVO its primary road fuel for all vehicles where supported by vehicle manufacturers. A procurement process can be specified as required to be an accredited fuel under the Zemo Partnership Renewable Fuels Assurance Scheme for high -blend renewable fuels, that complements the safeguards included in the Renewable Transport Fuel Obligation (RTFO). The assurance criteria are based on life cycle GHG emissions, feedstock sustainability and supply chain traceability.

In the event of any disruption to supply of HVO the vehicles would revert to using fossil diesel so there is no risk to operational services.

Learning from others
Throughout our journey we will proactively work with partners and external organisations to continue to help shape our future direction, learning with and from others responding to this challenging global issue.

Key Targets and Measures

Regulatory Compliance:

- Operator Licence Compliance
- achieve DVSA Earned Recognition Accredited Operator by 2023.

Environmental Measures:

- report on number and percentage of alternative fuelled vehicles procured
- report on number of alternative fuelled trialled vehicles
- report on emission impact by service units
- report on HVO fuel procured
- trial e-cargo bike usage amongst service units
- overall reported reduction in reliance of fossil fuels.

Infrastructure Reviews:

- undertake transformation depot accommodation review, fuelling infrastructure improvements to support pathway to sustainable fleet
- development of an at home charging options paper

Strategic Procurement

- deliver fleet replacement plan incorporating the sustainability, ethical & environment considerations decision impact assessment
- tender HVO fuel contract as primary fuel source for council owned vehicles where not
- tender short term hire contract
- tender vehicle parts contract
- tender personal protective equipment (PPE) contract.

Policy Development

- develop Driver User Policy in conjunction with Human Resources
- develop Drugs & Alcohol Policy in conjunction with Human Resources
- consolidate Accident Reporting & Repair Procedures
- develop Shared User Agreement Policy.

Staff Development

- reintroduction of workshop apprentices
- upskilling workforce to support emerging fleet technology advances
- annual BCP Council Driver Certificate of Professional Competence compliance.

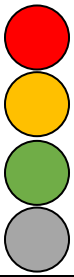
This strategy will be reviewed annually by Officers to ensure it remains fit for purpose.

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Proposal Title: Sustainable Fleet Management Strategy

Impact Summary

Climate Change & Energy	**Green - Only positive impacts identified**
Communities & Culture	**No Impact Identified**
Waste & Resource Use	**Green - Only positive impacts identified**
Economy	**Green - Only positive impacts identified**
Health & Wellbeing	**Green - Only positive impacts identified**
Learning & Skills	**Green - Only positive impacts identified**
Natural Environment	**Green - Only positive impacts identified**
Sustainable Procurement	**Green - Only positive impacts 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: **4**	The Carbon Footprint is banded as follows:		
	0-4	5-9	10-14
	Low	**Moderate**	**High**

Proposal ID: **232**

Proposal Title: **Sustainable Fleet Management Strategy**

Type of Proposal: **Strategy**

Brief description:
3 year council fleet asset replacement strategy to ensure ongoing service resilience of key front line service provision. The strategy seeks to support the council's 2030 carbon neutral commitment. Ambitiously proposing to invest in electric vehicle technology and switching from diesel fossil fuel to Hydrotreated Vegetable Oil to significantly reduce local CO2 emissions from Council operated vehicles

Proposer's Name: **Kate Langdown**

Proposer's Directorate: **Environment & Community**

Proposer's Service Unit: **Environment**

Estimated cost (£): **Between £25K and OJEU threshold**

If know, the cost amount (£):

Ward(s) Affected (if applicable):
All Wards

Sustainable Development Goals (SDGs) supported by the proposal:
3. Good Health and Well Being 7. Affordable and Clean Energy 9. Industry, Innovation and Infrastructure 13. Climate Action

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. **Yes**

3) Will it increase energy efficiency (e.g. increased efficiency standards / better design / improved construction technologies / choice of materials) and/or reduce energy consumption? **Partially**

4) Will it increase the amount of energy obtained from renewable and low carbon sources?**Yes**

How was the overall impact of the proposal on its ability to positively address the cause and effects of climate change rated?
Green - Only positive impacts identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
The replacement strategy proposes a procurement move to electric vehicles (104 vehicles over 3 years) where these are marketplace available and life trial new market entrants for suitability within infastrucuture investment limitations.

The strategy also proposes a procurment switch from fossil fuels to Hydrotreated Vegetable Oil across the council fleet assets which will significantly reduce co2 emissions

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):
Trials of Hydrotreated Vegetable Oil have proved successful with no detriment to oprational performance

Communities & Culture

Is the proposal likely to impact (positively or negatively) on the development of safe, vibrant, inclusive and engaged communities? **No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):
The council fleet sustainable fleet management strategy will not impact communities & culture with the exception of ensuring service continuity within communities, reduced operating noise and CO2 emissions

1) Will it help maintain and expand vibrant voluntary and community organisations? **No**

2) Will it promote a safe community environment?

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?
No Impact Identified

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):

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):
HVO is a fossil free product made of 100% renewable raw materials

Elctricity supply to support EV fleet has already been procured as part of a council wide switch and is supplied by energy company Npower and it is a fully audited Renewable Energy Guarantees Origin (REGO) certified product. It is generated from wind and hydro sources.

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? **Partially**

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? **Green - Only positive impacts identified**

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
HVO is a fossil free product made of 100% renewable raw materials

Elctricity supply to support EV fleet has already been procured as part of a council wide switch and is supplied by energy company Npower and it is a fully audited Renewable Energy Guarantees Origin (REGO) certified product. It is generated from wind and hydro sources.

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

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):

1) Will the proposal encourage local business creation and / or growth?
   Not Relevant

2) Will the proposal enable local jobs to be created or retained?
   Not Relevant

3) Will the proposal promote sustainable business practices?
   Yes

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)
Through the strategy the council will demonstrate its leadership commitment to tackling the climate emergency and embracement of marketplace advances in electric vehicle technology which in turn may provide encouragement and confidence within the local economy to invest in sustainable operating solutions.

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

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?
   Not Relevant

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?
Green - Only positive impacts identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
The strategy will significantly reduce CO2 emissions from Council operated vehicles, improved air quality in the local environment and reduced noise from operating vehicles

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

Learning & Skills

Is the proposal likely to impact (positively or negatively) on a culture of ongoing engagement and excellence in learning and skills? **Don't Know**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):
Strategy is not linked to skills and learning outcomes

1) Will it provide and/or improve opportunities for formal learning?
   Not Relevant

2) Will it provide and/or improve community learning and development?
   Not Relevant

3) Will it provide and/or improve opportunities for apprenticeships and other skill based learning?
   Partially

How would the overall impact of the proposal on the encouragement of learning and skills be rated? **Green - Only positive impacts identified**

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
Fleet services offers apprenticeship opportunities as the sector moves forward with ULEV the skill base will shift to recognise the environmental imact of vehicles and the important role new vehicle types and technology are playing in tackling climate cha

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

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?
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 protect and improve biodiversity i.e. habitats or species (including designated and non-designated)? **Partially**

2) Will it improve access to and connectivity of local green spaces whilst protecting and enhancing them? **Not Relevant**

3) Will it help protect and enhance the landscape quality and character?
Not Relevant

4) Will it help to protect and enhance the quality of the area's air, water and land?
Yes

How would the overall impact of your proposal on the protection and enhancement of natural environments be rated?
Green - Only positive impacts identified

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
The strategy proposes to delivery significantly reduce CO2 emissions from council operated fleet and improved air quality and reduced roadside emissions protecting roadside biodiversity

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

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)?
Yes

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

Has or is it intended that the Strategic Procurement team be consulted?
Yes – already underway

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?
   Yes
2) Has sustainable resource use (e.g. energy & water consumption, waste streams, minerals use) been considered for whole life-cycle of the product/service?
   Yes
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?
   Yes
4) Is the product/service fairly traded i.e. ensures good working conditions, social benefits e.g. Fairtrade or similar standards?
   Partially
5) Has the lotting strategy been optimised to improve prospects for local suppliers and SMEs?
   Not Relevant
6) If aspects of the requirement are unsustainable then is continued improvement factored into your contract with KPIs, and will this be monitored?
   Not Relevant

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

The reasoning for the answer (details of impacts including evidence and knowledge gaps):
Working with Strategic Procurement Team

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):
3 year fleet replacement 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?
   Partially

3) Will it encourage affordable and safe transport options?
   No

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):
Home charging pilot will help inform options to increase direct home to work travel reducing avoidable travel.

The Strategy will increase the number of Electric vehicle operated by the Council as part of its ULEV commitment in reducing CO2

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

CABINET

Report subject	**Transforming Cities Fund (TCF) End of Year Report**
Meeting date	23 June 2021
Status	Public Covering Report with appended Confidential End of Year Report
Executive summary	To inform the Cabinet of progress to date regarding the Department for Transport (DfT) based Transforming Cities Fund (TCF) award To inform Cabinet of the DfT Year End Report for 2020/21 submitted in April 2021.
Recommendations	**It is RECOMMENDED that:** **Cabinet notes the progress to date regarding the TCF programme delivery and the DfT End of Year Report (April 2021)**
Reason for recommendations	Cabinet has delegated authority to the Council Governance Board (CGB) under the Assurance Framework for Transforming Cities Fund, to allow maximum flexibility in meeting the strict DfT timeline for delivery and ensure that the authority is best placed to progress scheme delivery at pace. Cabinet previously agreed that a regular update should be provided and this report along with the associated DfT End of Year report is designed to inform Cabinet of progress to date.
Portfolio Holder(s):	Councillor Mike Greene – Portfolio Holder for Transport and Sustainability
Corporate Director	Kate Ryan – Chief Operations Officer
Report Authors	Julian McLaughlin – Director of Transport and Engineering Gary Powell – Head of Engineering Claire Clark – TCF Programme Management Team
Wards	Council-wide
Classification	For Information

Background

1. On 11 March 2020, BCP and Dorset Councils were awarded £79 Million by the Department for Transport (DfT) as part of the Transforming Cities Fund (TCF) programme. The TCF SE Dorset City Region is shown in Appendix A. The award equates to the 'Low Ask' in the Strategic Outline Business Case (SOBC) submitted on 28 November 2019 as shown in Appendix B and the Corridors are shown in Appendix C. Details relating to this process were set out in the Cabinet Report, Agenda Item No.12 on 9 October 2019. A further Cabinet Report with an update and Recommendations was subsequently included as Agenda Item No.10 on 27 May 2020. The purpose of this report is a year-end update providing information on progress in the first full year[1] of TCF programme and is for information purposes only.

2. The Award Letter from the DfT was received by BCP Council on 20 March 2020 and sets out how the capital grant funding will be paid over four years from 2019-20 to 2022-23. The letter goes on to state that the funding is for public transport improvements in the South East Dorset city region as outlined in the SOBC and the terms under which the funding is granted are as follows – (Note: the spend has been signed off on a quarterly basis throughout 2020/21 by the DfT thus far)

2019/20	**2020/2021**	**2021/22**	**2022/23**	**TOTAL**
£3,955,973	£10,019,544	£30,876,142	£34,451,275	£79,302,934

3. The letter states that BCP Council (as Lead Authority) is required by the DfT to provide a final version of its Assurance Framework by 20 April 2020. This was completed within requisite timescales and has been further updated and submitted to the DfT along with the Q4 Proforma on 30 April 2021. Investment decisions on individual components of the programme will be made locally in accordance with the Assurance Framework which must be compliant with the requirements of the National Local Growth Assurance Framework guidance. The Assurance Framework sets out the policies, rules and processes to be applied throughout the TCF programme. The Assurance Framework provides details of roles and responsibilities, procedures, accounting arrangements, governance, stakeholder and public engagement, programme delivery and financial arrangements. The DfT also require Quarterly Proformas to be submitted and an End of Year Report. Regular quarterly meetings are held with the DfT, including attendance from Programme Management Board (PMB) members and the Senior Responsible Officer (SRO).

4. A Partnering Agreement between BCP and Dorset Councils for the financial transactions related to the programme is in place, agreed and sealed in January 2021.

5. The Governance Framework has been in operation since February 2020, enabling the programme to continue at pace. As the programme is a joint undertaking with Dorset Council, Councillors and Officers from both authorities are involved at each

[1] 2019/20 funding was awarded alongside DfT Award Letter 11th March 2020, in year spending was restricted to initial programme development and SOBC.

level of governance and delivery. Julian McLaughlin, Director of Transport and Engineering, is SRO and Chair of the Council Governance Board (CGB). The Governance Framework is included at the end of this report as Appendix D. CGB consists of Julian McLaughlin, Cllr Mike Greene, Cllr Philip Broadhead, Jack Wiltshire (Head of Highways, Dorset Council), Cllr Ray Bryan and Cllr Mike Parkes, along with PMB representatives.

6. Over the last fifteen months, COVID-19 has had a major impact both locally and nationally. The TCF Programme Management Team (PMT) has however been fully engaged in the delivery process and communicating effectively throughout this time. There are numerous 'virtual' meetings ongoing and include: weekly PMT meetings, weekly update reporting to PMB, monthly full PMB meetings, BCP and DC Councillors Briefing sessions/workshops, bi-monthly CGB and Programme Steering Group (PSG) and Stakeholder meetings, along with regular communications, consultation, and other programme meetings.

7. A Forward Plan is produced quarterly to draw together all the activities and tasks that occur within that period. The first one in place was for Q1 April-June 2020, and thereafter regularly updated and issued to PMB and CGB. The Forward Plan sets out information pertaining to meetings, governance, communications, high-level programme, risks, procurement, delivery, stakeholder engagement, financial updates and reporting requirements.

8. Updates relating to Programme and Delivery are reported to the PMB and CGB. Delivery Teams are established under each Task Group across the programme. Within that, a reporting structure is identified, along with the scope of works, lead responsibilities, consultation, construction, programme management and delivery, budget and resource requirements. A Procurement Strategy has been developed and is now in place.

9. A Risk Register highlighting the Top Ten Risks across the programme is presented to the monthly PMB, mitigation is discussed where necessary, and reported back to the PMT for action. PMT hold bi-monthly workshops to assess the risks. The Top Ten Risks are reported to CGB meetings to fully appraise the board of the risks and the mitigation proposed.

10. Traffic Regulation Orders (TROs) associated with the TCF programme will be advertised following approval by SRO/CGB any formal objections will then be reported to the Portfolio Holder for Transport and Sustainability, as per current approval process. This enables the programme to progress at pace whilst still ensuring there is opportunity for open and public debate prior to any decisions being made.

Communications, Consultation, Stakeholder and Public Engagement

11. It is recognised that a key element of the TCF process from the outset is the branding, communications, consultation and engagement with stakeholders and the public. A Communications Plan, Strategy and Protocol are in place and these have been approved by CGB. Stakeholder engagement and messaging are considered to be key. BCP Council are leading on proactive and operational communications and media activity in conjunction with Dorset Council. In line with DfT requirements, the TCF branding is at the forefront of all communications and consultation.

12. The TCF branding sits within the BCP Council Transforming Travel umbrella on the website and consultation platform.

13. Early engagement on the 4 x Cycle Corridors and 2 x Sustainable Corridors was undertaken in November and December 2020 on the consultation platform Engagement HQ (EHQ). The formal Cycle Corridor Consultation was launched on 24th February and ran until 31st March. The Sustainable Corridor Consultation was launched on 10th May until 14th June. This online method of consultation has been well received with high levels of feedback to further inform the design process. Construction on Leigh Road in Wimborne, Dorset commenced in January 2021 and the first two Cycle Corridor schemes commenced in May 2021.

Summary of financial implications

14. Costs to date in relation to the SOBC and submission of the TCF bid in November 2019, were claimed as part of the 2019/20 allocation. Significant further work undertaken at the start of 2020 were in relation to the PMT, setting up of the Governance, Communications and work streams. Throughout 2020/21 schemes have been further progressed to the construction stage and this is reflected in the spend to date.

15. The local authority is liable for the local contributions as detailed in the SOBC. This equates to an LTP Contribution of £6.1M (combined BCP and Dorset Council) phased over the life of the Programme, to deliver schemes locally that continue to promote walking, cycling and bus usage, complementing the TCF Programme. In addition, there are third party contributions that equate to just under £15M included in the SOBC.

Summary of legal implications

16. The Council's Constitution allows the Leader and Cabinet to delegate functions to the appropriate officers. Considering the timescales and the shared delivery with Dorset Council across the programme, the governance needs to be agile in order to enable delivery at pace. Delegation of functions to the CGB facilitates this and has been working well.

Summary of human resources implications

17. Based on existing levels of funding within the BCP Council area of the SE Dorset City Region, TCF has increased the capital investment by circa 3-4 times in coming years.

18. Trebling or quadrupling the amount of capital investment from TCF has led to a significant demand for resource. The Council has existing consultancy and contractor frameworks in place to assist with filling this resource gap. The TCF programme also requires additional corporate support time, ie. finance, consultation, comms, procurement & legal. Were necessary, additional resource has been brought in to support these corporate support functions. All resources will contribute to capital assets and are therefore chargeable to the TCF Programme and were covered within the SOBC and subsequent award.

Summary of sustainability impact

19. The proposed programme is designed to promote sustainable travel.

20. All proposals will be developed to minimise the impact of the construction of any works. This will include Early Contractor Involvement (ECI) to ensure that construction methods minimise the impact of construction on the environment.

21. Where practicable the proposals will include planting of new trees to create shade along routes.

Summary of public health implications

22. The programme is designed to promote sustainable travel which should reduce harmful emissions, provide healthy choices, provide better connected communities, thereby improving health and wellbeing.

23. The programme should also improve road safety, thereby creating a safer environment for all.

Summary of equality implications

24. The proposals all promote sustainable travel and as such will likely enhance the lives of persons with protected characteristics.

25. Equalities screening commenced in January 2021 for the six sustainable travel routes. A summary will be specific to each individual route and provided at a later stage, including findings of the capturing evidence and full EIA report and Action Plan as applicable.

Summary of risk assessment

26. Proposed schemes along the TCF corridors were developed in line with TCF objectives and the outputs of the Bournemouth, Christchurch and Poole Travel Survey (October 2018 to January 2019). These schemes have since been further developed and consulted upon at a local level. Risk assessments are further incorporated and quantified within the required Outline and Full Business Cases for the corridors.

27. To ensure that local views are considered when developing the programme, consultation has been and will continue to be fully undertaken as part of the process of developing schemes from feasibility to detailed design. This will provide maximum flexibility for local views while keeping to the DfT guidance/expectation.

28. A robust communications strategy is in place to promote the programme and also considers the management of expectations.

Background papers

South East Dorset Transforming Cities Fund Strategic Outline Business Case – available via email on request

South East Dorset Transforming Cities Fund Local Assurance Framework – available via email on request

TCF SED City Region End of Year Report 2020/21 - **confidential**

Appendices

1. Appendix A – Plan of TCF SE Dorset City Region
2. Appendix B – Summary of Low Ask Schemes
3. Appendix C – Proposed Cycle and Sustainable Corridors
4. Appendix D – TCF Governance Framework

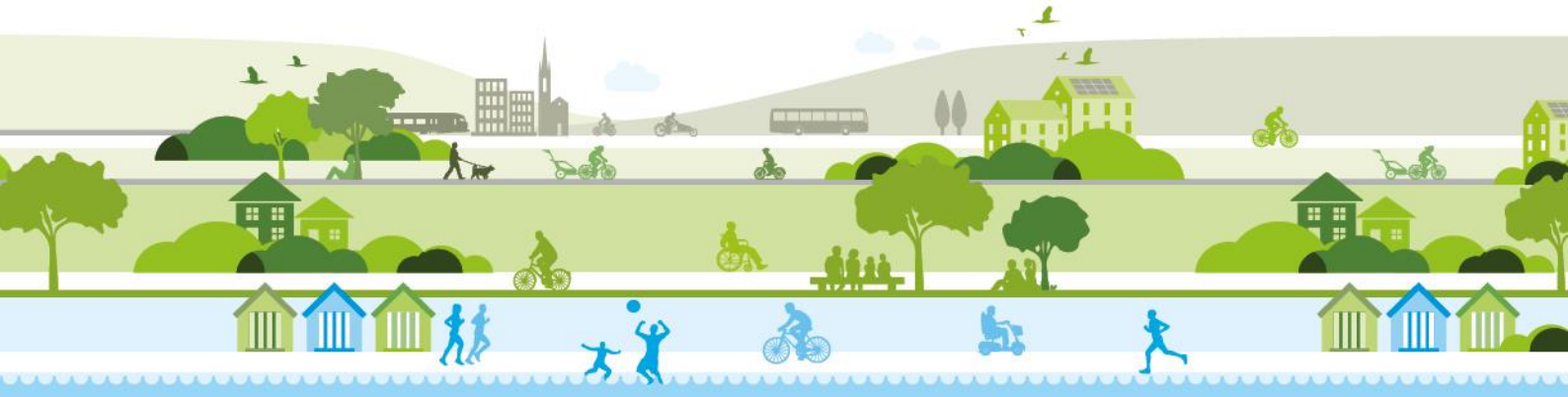
End of Year Report 2020/21 - **confidential**

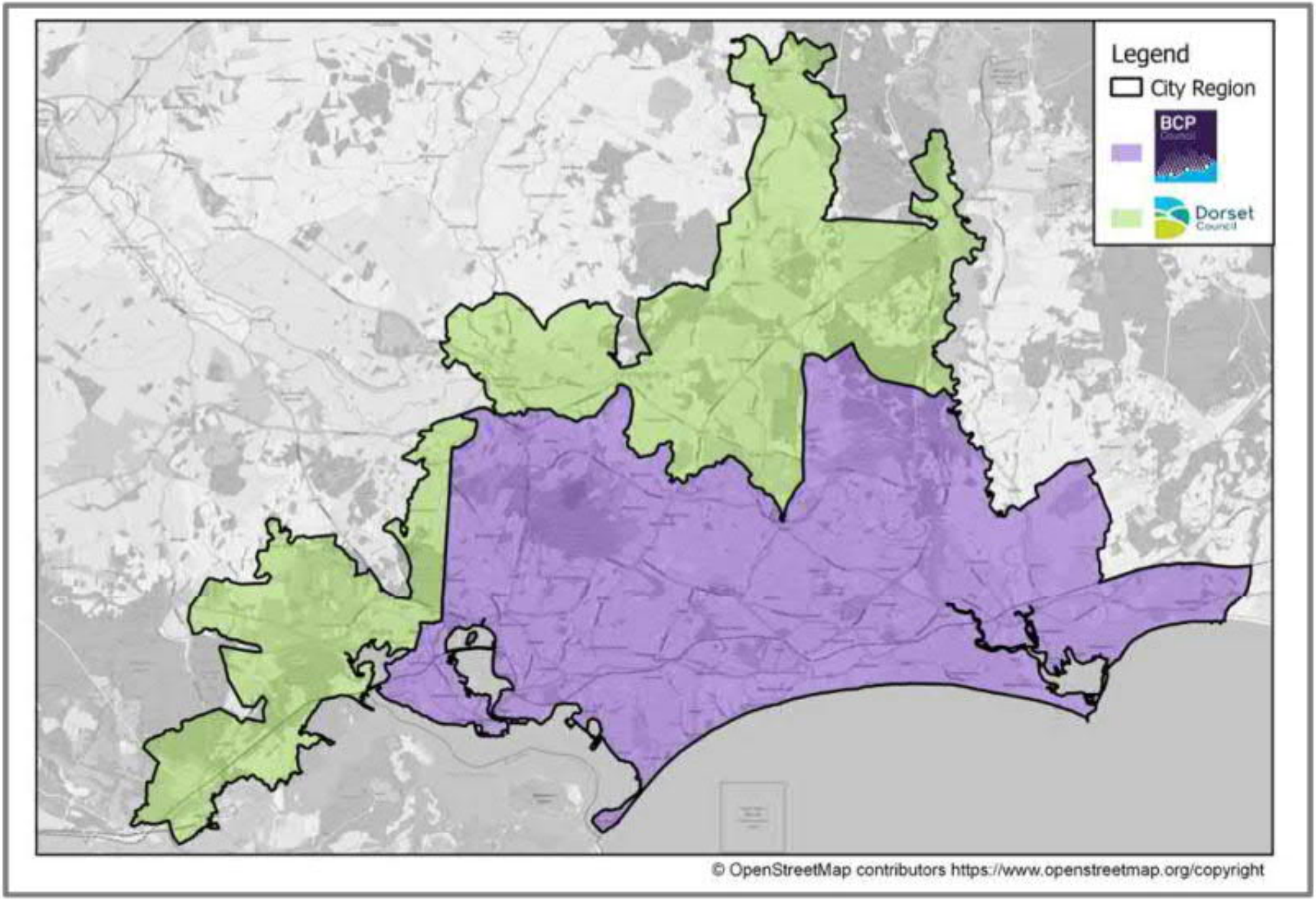
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Appendix A- Plan of TCF SE Dorset City Region

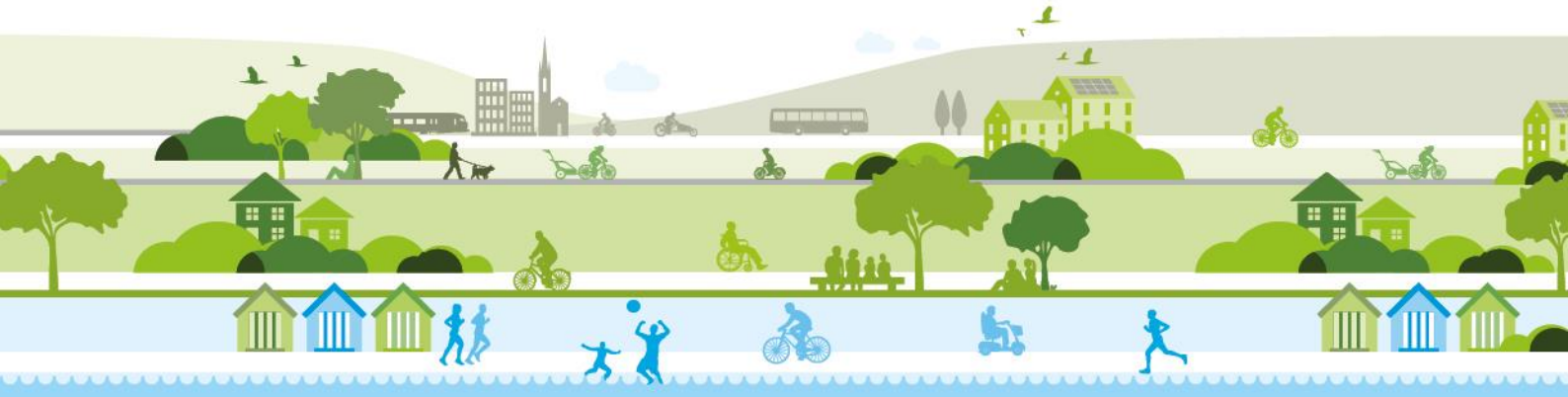



Legend
City Region
BCP Council
Dorset Council
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Appendix B- Summary of Low Ask Schemes



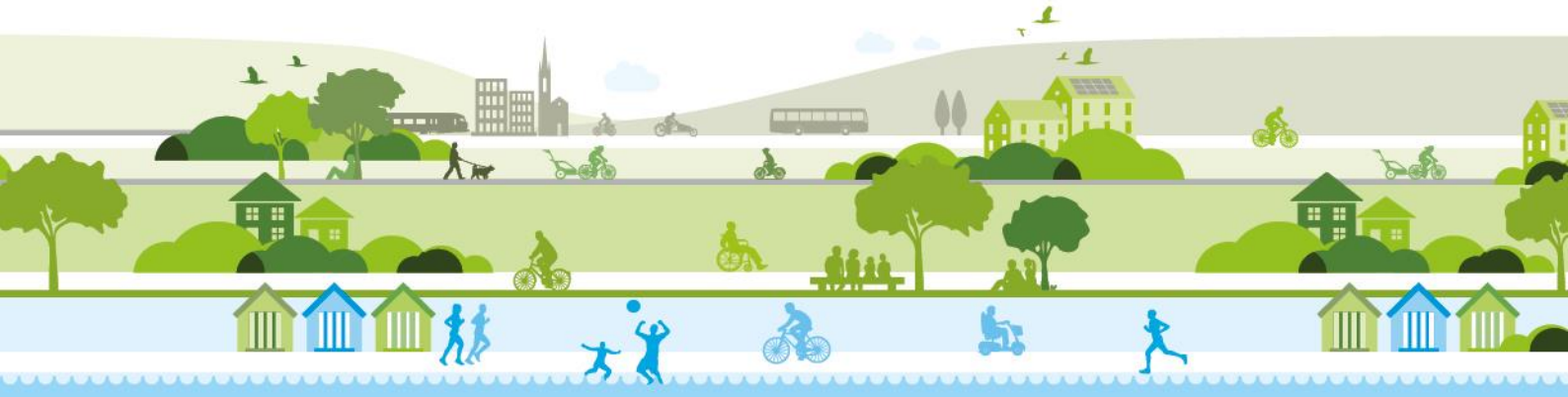
Type	Corridor Designation	Corridor connection	Description
Sustainable Transport Connectivity Corridors	**S5**	Poole to Ferndown	Connecting Poole town centre and rail station with the key employment location of Ferndown
	S6	North Poole/North Bournemouth	Enabling improved connections on Castle Lane East and West to link up with Wessex fields employment are and Bournemouth Hospital
Cycle Freeways	**C1**	Lansdowne to Christchurch	This key east-west route connects an important employment area in Bournemouth town centre east via Boscombe to Christchurch via Wessex Fields (another employment area) which includes Bournemouth Hospital. This route has employment sites at both ends and passes through densely populated residential areas;
	C2	Bournemouth to Ferndown	Links Bournemouth town centre, the university campuses, Bournemouth Airport and Aviation Park and the key employment area at Ferndown Industrial Estate. This route links to employment sites and passes through densely populated residential areas
	C3	Wareham to Poole	Connecting local commuter route with Poole town centre, Port of Poole and nearby employment sites completing the final gaps in the existing cycle route between the two locations;
	C5	Merley to Poole	Links significant residential area to key industrial estates, Poole Town centre and Rail station

Proposal Type	Description
Wayfinding	Create a comprehensive network of information totems and signs to enable people to intuitively follow walking and cycling routes both along and to the Connectivity and Cycleway Corridors, key employment/education sites and places of interest/destinations.
HGV Traffic Management System	HGV traffic management system at Longham Bridge (to avoid HGVs becoming stuck on this key freight route into/out of the conurbation).
Expansion of Bike share Scheme	Expansion of bike share scheme into the Christchurch area (note Bournemouth and Poole already have a scheme) and the introduction of E-bikes across the region.
Trip End improvements	The improvement to workplace/education sites 'end of trip' facilities in the vicinity of the Connectivity Corridors and Cycleways to encourage active travel
Bus priority measures	This will include bus priority measures at key traffic signal locations to improve journey times.
Smart ticketing via app	This app will enable users to purchase a multi-modal trip ticket and access a region-wide journey planner app
Bus infrastructure and public realm improvements	This scheme is the upgrade or introduction of shelters, Real Time Information (RTI) and accessibility kerbs at locations that complement the Connectivity Corridors
Safer routes to schools	This scheme will aim to improve infrastructure in the vicinity of schools to encourage active travel

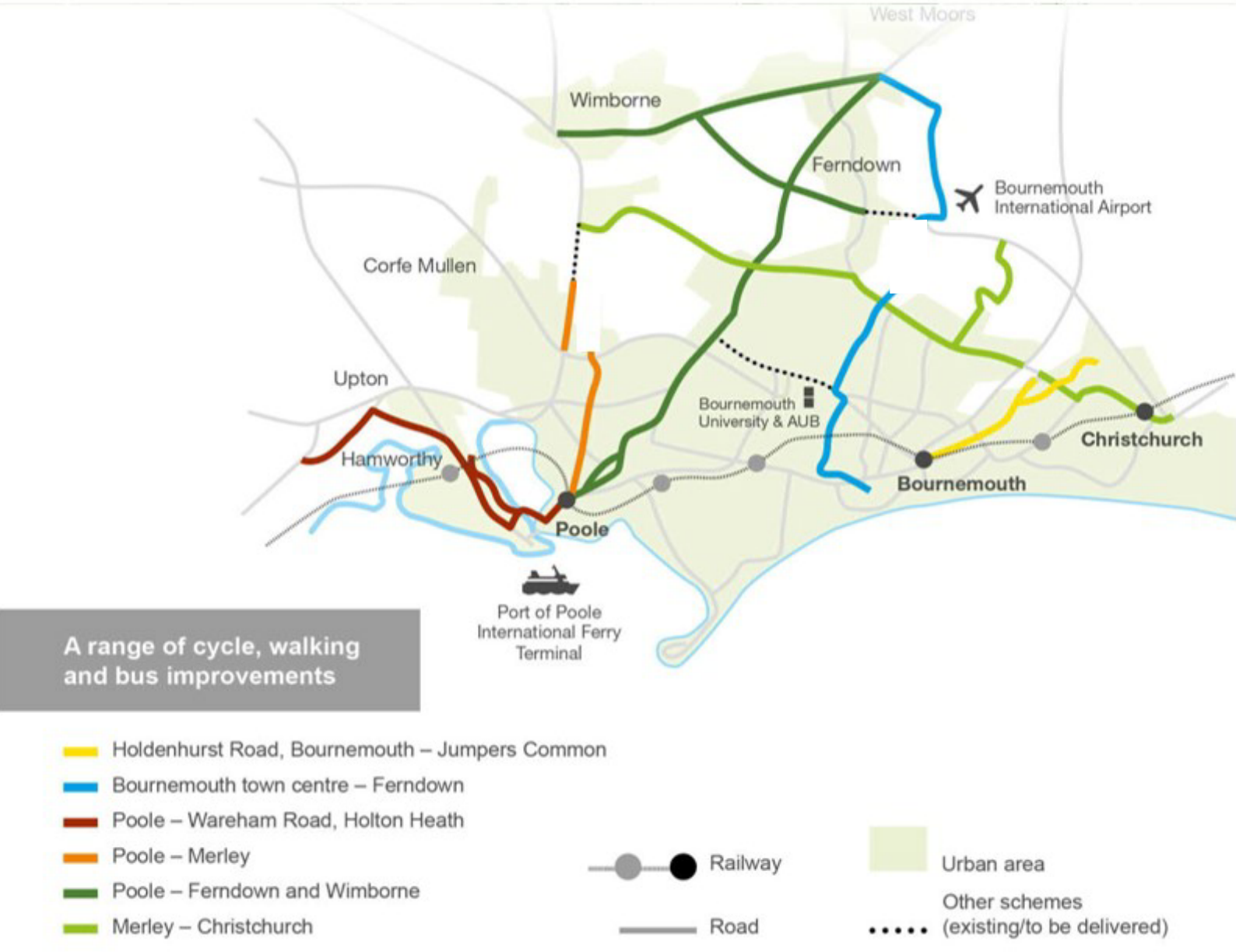
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Appendix C- Proposed Cycle and Sustainable Corridors



SED TCF Package



A range of cycle, walking and bus improvements

- Holdenhurst Road, Bournemouth – Jumpers Common
- Bournemouth town centre – Ferndown
- Poole – Wareham Road, Holton Heath
- Poole – Merley
- Poole – Ferndown and Wimborne
- Merley – Christchurch

Railway

Road

Urban area

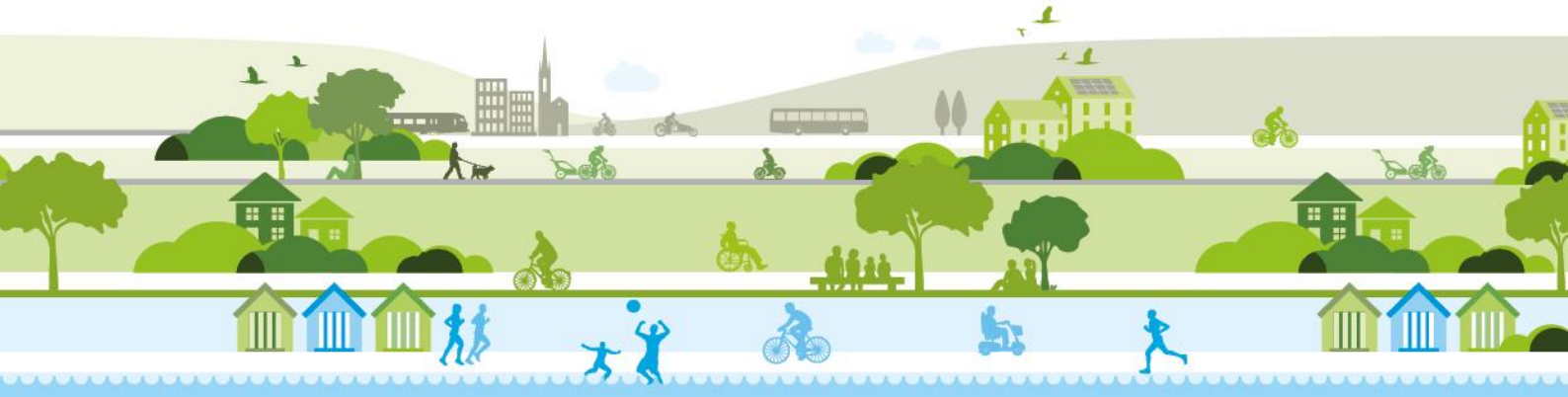
Other schemes (existing/to be delivered)

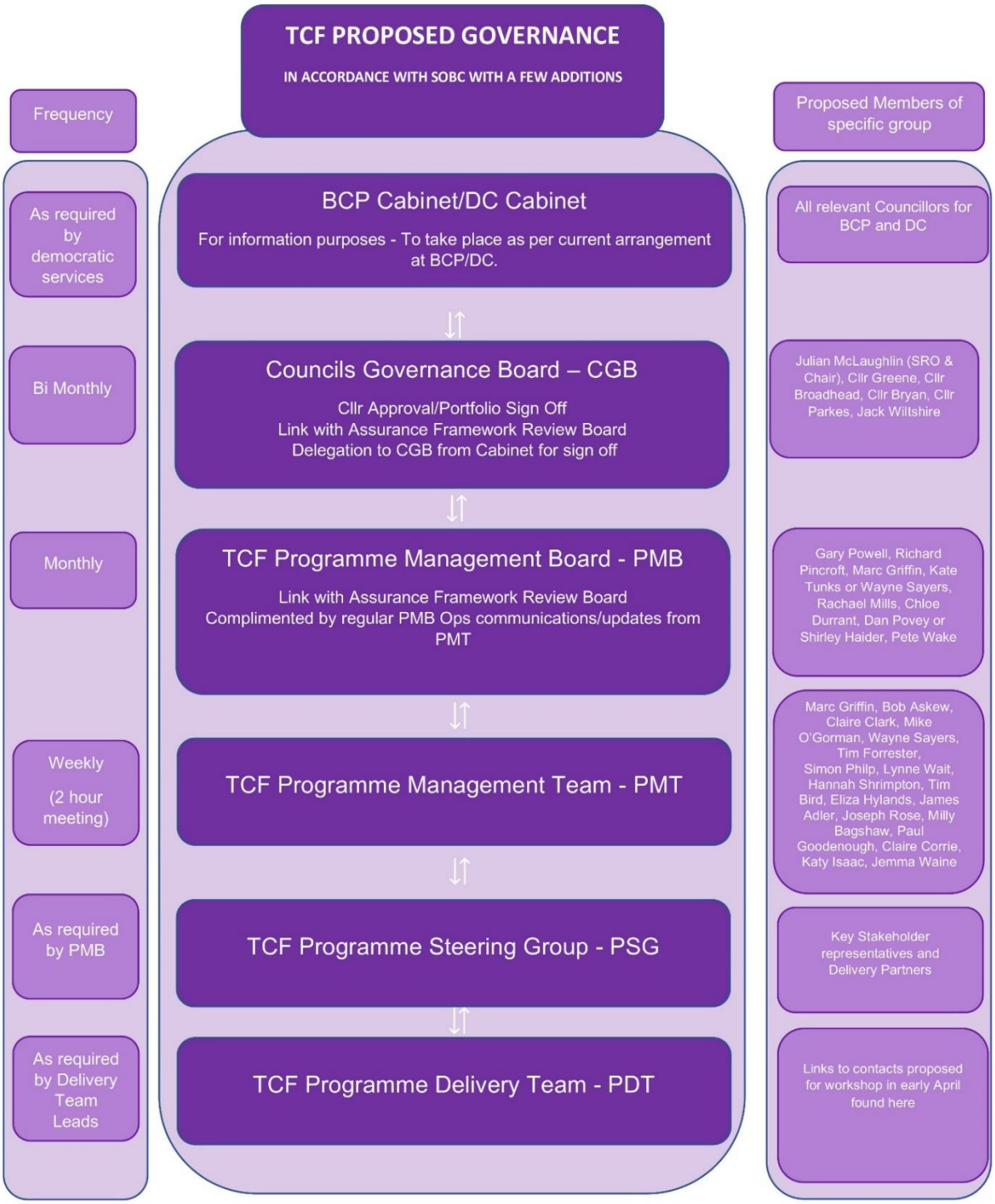
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Appendix D- TCF Governance Structure




TCF PROPOSED GOVERNANCE
IN ACCORDANCE WITH SOBC WITH A FEW ADDITIONS
Frequency
Proposed Members of specific group
BCP Cabinet/DC Cabinet
For information purposes - To take place as per current arrangement at BCP/DC.
As required by democratic services
All relevant Councillors for BCP and DC
Councils Governance Board – CGB
Cllr Approval/Portfolio Sign Off
Link with Assurance Framework Review Board
Delegation to CGB from Cabinet for sign off
Bi Monthly
Julian McLaughlin (SRO & Chair), Cllr Greene, Cllr Broadhead, Cllr Bryan, Cllr Parkes, Jack Wiltshire
TCF Programme Management Board - PMB
Link with Assurance Framework Review Board
Complimented by regular PMB Ops communications/updates from PMT
Monthly
Gary Powell, Richard Pincroft, Marc Griffin, Kate Tunks or Wayne Sayers, Rachael Mills, Chloe Durrant, Dan Povey or Shirley Haider, Pete Wake
TCF Programme Management Team - PMT
Weekly
(2 hour meeting)
Marc Griffin, Bob Askew, Claire Clark, Mike O'Gorman, Wayne Sayers, Tim Forrester, Simon Philp, Lynne Wait, Hannah Shrimpton, Tim Bird, Eliza Hylands, James Adler, Joseph Rose, Milly Bagshaw, Paul Goodenough, Claire Corrie, Katy Isaac, Jemma Waine
TCF Programme Steering Group - PSG
As required by PMB
Key Stakeholder representatives and Delivery Partners
TCF Programme Delivery Team - PDT
As required by Delivery Team Leads
Links to contacts proposed for workshop in early April found here

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CABINET FORWARD PLAN – 1 MAY 2021 TO 31 AUGUST 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)?
Annual review of housing wholly owned companies	The Council as shareholder approved a 5 year plan in 2020 for activities within Seascape 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 23 Jun 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, Seamus Doran, Kate Ryan	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)?
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
Council Fleet Replacement Programme & Sustainable Fleet Management Strategy	To acknowledge the financial impact of the varied approach to fleet replacement by legacy Councils on the BCP Sustainable Fleet Strategy. Approve a long term financing strategy to support a rationalised BCP Sustainable Fleet Strategy.	Yes	Cabinet 23 Jun 2021 Council 13 Jul 2021		Front line service units, finance and legal services.	Internal consultation with supporting departments and fleet users as appropriate.	Kate Langdown	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)?
Financial Outturn Report 2020/21	To provide a summary of the financial outturn for 2020/21.	Yes	Cabinet 23 Jun 2021 Council 13 Jul 2021	All Wards	None	None	Nicola Webb	Open
Medium Term Financial Plan (MTFP) Update	To provide an update on the MTFP and agree the financial strategy and process for 2022/23 budget proposals.	Yes	Cabinet 23 Jun 2021 Council 13 Jul 2021	All Wards	None	None	Adam Richens	Open
Youth Offending Service Youth Justice Plan for 2021/22	To enable the Committee to consider before approval at Cabinet	No	Children's Services Overview and Scrutiny Committee 8 Jun 2021 Cabinet 23 Jun 2021	All Wards			Brian Relph	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)?
Public Spaces Protection Order	To consider the results of the consultation around a Public Spaces Protection Order which seeks to tackle street-based anti-social behaviour	No	Cabinet 23 Jun 2021	All Wards	Public Consultation, Office of the Police & Crime Commissioner, Dorset Police	Public consultation process	Andrew Williams	Open
Approval of the BDC Business Plan	Approval of the 5-year rolling BDC Business Plan	Yes	Cabinet 23 Jun 2021	Bournemouth Central	None	None	Martin Tiffin	Open
Transforming Cities Fund (TCF) End of Year Report	For information only to give an update on the progress and spend of the first year of the Transforming Cities Fund (TCF) programme as reported in the DfT End of Year/Annual Report.	No	Cabinet 23 Jun 2021	All Wards	N/A – Not a decision. Extensive consultation is taking place on the proposals within the programme.	N/A	Julian McLaughlin	Open Report is Open. The DFT End of Year report will be confidential, due to commercially sensitive information.

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High Street Strategy (Update)	To provide an update on the work undertaken since the High Street Strategy report in February 2021.	No	Cabinet 23 Jun 2021	All Wards	none	none	Matthew Robson	Open
Council New Build & Acquisition Strategy	To provide an apporach for the councils internal development programme and seek members approval to endorse the proposed strategy.	Yes	Cabinet 28 Jul 2021		Appropriate Service Areas within the Council, all BCP councillors and Key Portfolio holders.	A series of internal workshops/ stress testing including Housing Delivery Steering Group. All member seminars etc.	Nigel Ingram	Open
Council Highway Inspection Policy	To request approval for the adoption of a single BCP Council Highway Inspection Policy that aligns with the latest Code of Practice 'Well Managed Highway Infrastructure'.	No	Cabinet 28 Jul 2021	All Wards	None	None	Simon Legg	Open

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Corporate Strategy	To update Cabinet on the corporate strategy	No	Cabinet 28 Jul 2021	All Wards	None	None	Bridget West	Open
Equalities Action Plan Update	To update cabinet on the progress of the Equality and Diversity Action Plan	No	Cabinet 28 Jul 2021	All Wards	None	None	Graeme Smith	Open
2020/21 End of Year Performance Report	To provide Cabinet with an overview of performance against the agreed Corporate Strategy performance measures	No	Cabinet 28 Jul 2021	All Wards	None	None	Bridget West	Open

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BCP Local Plan Issues and Options Consultation	To seek authority to consult on the BCP Local Plan Issues and Options Consultation Draft.	Yes	Cabinet 28 Jul 2021	All Wards	O and S Local Plan Working Group, CMB, Portfolio holders.	Consultation using a variety of methods for a minimum period of 6 weeks as framed by legislative requirements. Consult residents, public bodies, and those stakeholders who carry out business in BCP.	Mark Axford	Open
School Place Planning Strategy	To present the strategy - to CS O and S and Cabinet	No	Children's Services Overview and Scrutiny Committee 8 Jun 2021 Cabinet 28 Jul 2021	All Wards			Jack Cutler, Terry Reynolds	Open

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BCP Safeguarding Delivery Committee	To describe new local committee of Pan Dorset arrangement	No	Children's Services Overview and Scrutiny Committee 27 Jul 2021 Cabinet 28 Jul 2021	All Wards			Rachel Gravett	Open
Winter Gardens Update Report	To consider the acquisition of additional elements of this strategically important scheme to enable the Council to meet its housing targets and long term regeneration objectives.	No	Cabinet 28 Jul 2021 Council 14 Sep 2021	Bournemouth Central	Bournemouth Development Company	None	Sarah Longthorpe	Open

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Children's Services Capital Programme	This report will travel through C O and S, and Cabinet before going to Council in September	No	Children's Services Overview and Scrutiny Committee 27 Jul 2021 Cabinet 28 Jul 2021 Council 14 Sep 2021	All Wards			Simon Mckenzie	Open
Older Peoples Care Home Strategy	To seek approval for the strategic approach to shaping and developing the care home market that meets the needs of the Council and NHS Dorset Clincial Commissioning Group.	Yes	Health and Adult Social Care Overview and Scrutiny Committee 28 Jun 2021 Cabinet 1 Sep 2021	All Wards	NHS partners, Carers and vulnerable older adults, care home providers	On line and focus groups over a 4 week period.	Phil Hornsby	Open

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Extra Care Housing Strategy for Vulnerable Adults and Older People	To seek approval for a strategic approach to the development of housing with care accommodation options that support independence for older people and vulnerable adults.	Yes	Health and Adult Social Care Overview and Scrutiny Committee 28 Jun 2021 Cabinet 1 Sep 2021	All Wards	Older People, Vulnerable Adults and their Carers, NHS partners, extra care housing developers and care providers	On line and focus groups over a 4 week period.	Phil Hornsby	Open
Community Engagement and Consultation Strategy	Approval of strategy	No	Cabinet 1 Sep 2021		The community and internal departments.	Public consultation Jan to April 2020. Internal consultation April-May 2020.	Cat McMilan	Open
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 1 Sep 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	Open

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Community and Voluntary Sector Strategy	Adoption of compact dealing the Council's approach to working with the voluntary sector (harmonisation)	No	Cabinet 1 Sep 2021	All Wards	Voluntary sector organisations and internal departments.	Summer 2020	Cat McMilan, Amy Gallacher	Open
Sufficiency Strategy	For oversight prior to this report going to Cabinet for sign off	No	Children's Services Overview and Scrutiny Committee Date TBC Cabinet 1 Sep 2021	All Wards			Sarah Langdale	Open
BCP Seafront Strategy	Updated strategy	No	Cabinet 29 Sep 2021		Seafront Strategy Board, Ward Councillors, land owners, NGOs, DMB, BIDs, Seafront User Groups, Resident Groups in coastal wards.	Two stage consultation around vision, aims, objectives and high level delivery plan. To take place across June, July & August.	Andrew Emery	Open

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Smart Place Strategy and Programme Updates	To set out the Smart Place Strategy and Business Plan To update on the Smart Place Pilot To update on the Smart Place Programme To update on the Smart Place Investment Plan To set out potential procurement route options to support delivery of the Smart Place Strategy	Yes	Cabinet 29 Sep 2021	All Wards	Directors Strategy Group Corporate Management Board	An element of the Smart Place Strategy will be consulted on in June. This will include possible use cases and applications	Ruth Spencer	Fully exempt
Home to School Transport	To enable Committee to comment on the proposed Policy prior to it going out for Public Consultation	No	Children's Services Overview and Scrutiny Committee 27 Jul 2021 Cabinet 29 Sep 2021	All Wards			Terry Reynolds	Open

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Corporate Asset Management Plan	To approve the Corporate Asset Management Plan	Yes	Cabinet 27 Oct 2021				Chris Shephard	
Housing and Property Compliance Update (Housing Revenue Account)	To provide assurance that Council homes within the Bournemouth and Poole Neighbourhoods are being managed in accordance with health and safety legislation and best practice and that the Council is compliant with current regulations and standards.	No	Cabinet 24 Nov 2021	All Wards			Lorraine Mealings	Open

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BCP Arts Festivals and NPO proposals	To ask for Cabinet's approval of a strategic review of arts festivals in BCP and recommendations for governance, programming, marketing and production aimed at ensuring the festivals ecology meets BCP's objectives and provides maximum reach, value and provision for BCP residents. To also advise Cabinet on Council applications for Arts Council National Portfolio Organisation support in 2022 and advise on the overall picture of applications from the locality.	No	Cabinet 24 Nov 2021	All Wards	Cultural organisations, Arts Council England, BCP Cultural Compact board and consultative group.	Informal engagement May-September 2021	Michael Spender	Open

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Quarter Two Budget Monitoring and MTFP Report	To provide budget monitoring information for the end for quarter 2 with explanations for significant variances. The report may also include budget virements for approval by Cabinet or Council.	No	Cabinet 15 Dec 2021 Council 4 Jan 2022	All Wards	CMB	CMB	Nicola Webb	Open
Home to School Transport	This comes back to CS O and S and Cabinet post consultation (pre consultation reports to CS O and S and Cabinet in Sept)	No	Children's Services Overview and Scrutiny Committee 25 Jan 2021 Cabinet 9 Feb 2022	All Wards			Rachel Gravett	Open

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Housing Revenue Account (HRA) Budget Setting 2022/23	To set the HRA budget for April 2022 to March 2023	Yes	Cabinet 9 Feb 2022 Council 22 Feb 2022	All Wards	CMB, Portfolio Holder for Homes, Director of Finance, Head of Legal Services, Poole Housing Partnership	Internal consultation prior to decision November - December	Lorraine Mealings	Open
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

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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

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Russell Coates Arts Gallery Museum Governance Report	To consider the formation of a separate charitable entity for Russell Cotes Art Gallery & Museum.	No	Cabinet Date to be confirmed		RCAGM Mgt Committee Charity Commission Arts Council	All parties have been involved with initial feasibility and continue to be actively engaged.	Sarah Newman, Chris Saunders	Open
Beach Hut Policy	Harmonisation of policy, pricing, team location and booking system	No	Cabinet Date to be confirmed		Beach Hut Associations, l Beach Hut owners/ tenants, and for some of the work a more general consultation with BCP residents.	Consultation with the Beach Hut Associations will take place over the course of the project. More formal consultation will take place with Beach Hut Owners & Tenants and if required a suitable sample of BCP residents (between April a2020 and April 2021).	Andrew Brown	Open

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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					

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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 consituent 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

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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

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Crime & Disorder Reduction Strategy	To agree & adopt a BCP Crime & Disorder Reduction Strategy	No	Cabinet Date to be confirmed	All Wards	Community Safety Partnership		Andrew Williams	Open