

# Notice of Overview and Scrutiny Board



Date: Monday, 4 April 2022 at 2.00 pm

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

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## Membership:

### Chairman:

Cllr S Bartlett

### Vice Chairman:

Cllr V Slade

Cllr L Allison  
Cllr L Dedman  
Cllr B Dion  
Cllr M Earl

Cllr J Edwards  
Cllr D Farr  
Cllr S Gabriel  
Cllr M Howell

Cllr D Kelsey  
Cllr T O'Neill  
Cllr C Rigby  
Cllr A M Stribley

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All Members of the Overview and Scrutiny Board are summoned to attend this meeting to consider the items of business set out on the agenda below.

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=4885>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston on 01202 118686 or email [claire.johnston@bcpcouncil.gov.uk](mailto:claire.johnston@bcpcouncil.gov.uk)

Press enquiries should be directed to the Press Office: Tel: 01202 118686 or email [press.office@bcpcouncil.gov.uk](mailto:press.office@bcpcouncil.gov.uk)

This notice and all the papers mentioned within it are available at [democracy.bcpCouncil.gov.uk](http://democracy.bcpCouncil.gov.uk)

GRAHAM FARRANT  
CHIEF EXECUTIVE

25 March 2022



Available online and  
on the Mod.gov app

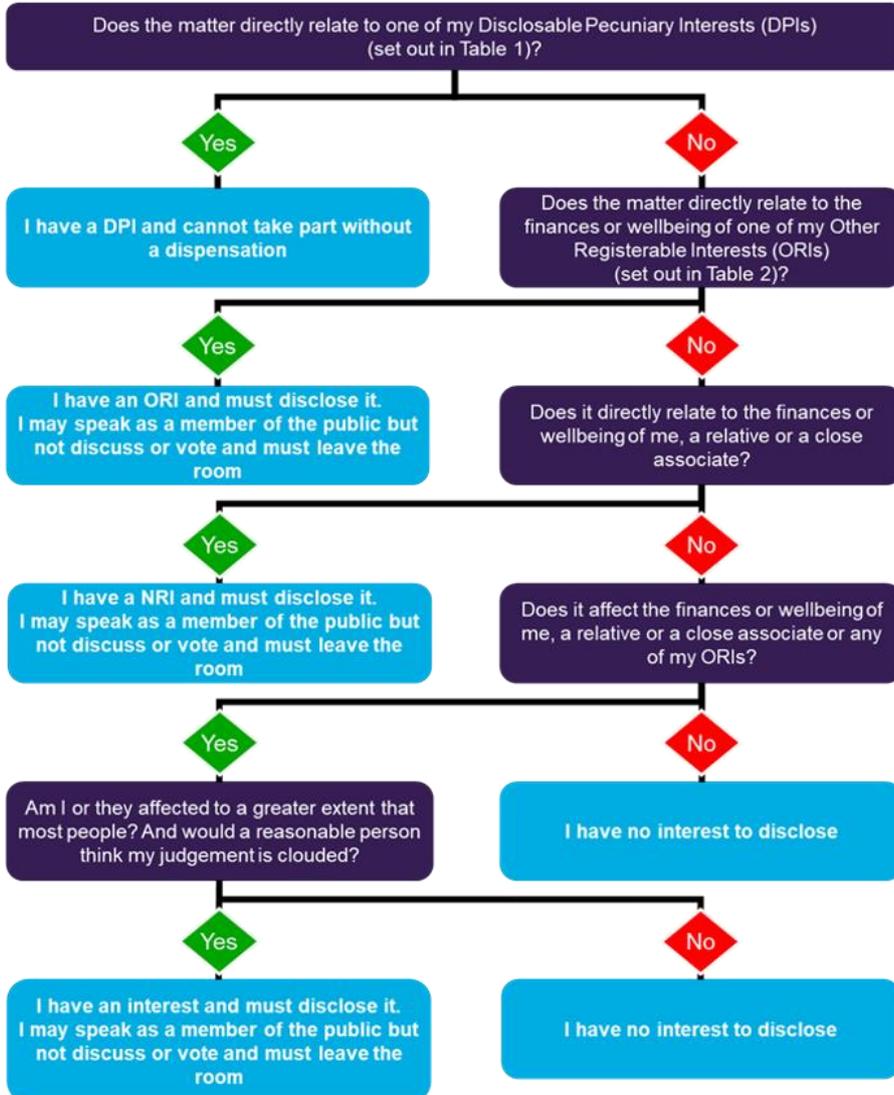


## Maintaining and promoting high standards of conduct

### Declaring interests at meetings

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

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



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

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

#### Bias Test

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

#### Predetermination Test

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

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

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

### Selflessness

Councillors should act solely in terms of the public interest

### Integrity

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

### Objectivity

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

### Accountability

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

### Openness

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

### Honesty & Integrity

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

### Leadership

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

# AGENDA

Items to be considered while the meeting is open to the public

## 1. Apologies

To receive any apologies for absence from Members.

## 2. Substitute Members

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

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

## 3. Declarations of Interests

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

Declarations received will be reported at the meeting.

## 4. Confirmation of Minutes

To confirm and sign as a correct record the minutes of the meeting held on 28 February 2022.

5 - 14

## 4a. Action Sheet

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

15 - 16

## 5. Public Speaking

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

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

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

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

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

## 6. Council's Response to the Emergency in the Ukraine

To consider and ask questions on a verbal update on the Council's

response to the current situation in the Ukraine.

**7. Scrutiny of the Housing Management Model Cabinet Report**

17 - 62

To consider the Housing Management Model report scheduled for Cabinet consideration on 13 April 2022.

The O&S Board is asked to scrutinise and comment on the report and if required make recommendations or observations as appropriate.

Cabinet member invited to attend for this item: Councillor Karen Rampton, Portfolio Holder for People and Homes

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

**8. Scrutiny of the Corporate Peer Challenge Feedback Report and Action Plan Cabinet Report**

63 - 102

To consider the Corporate Peer Challenge Feedback Report and Action Plan scheduled for Cabinet consideration on 13 April 2022.

The O&S Board is asked to scrutinise and comment on the report and if required make recommendations or observations as appropriate.

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

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

**9. Forward Plan**

103 - 132

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

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**  
**OVERVIEW AND SCRUTINY BOARD**

Minutes of the Meeting held on 28 February 2022 at 2.00 pm

Present:-

Cllr S Bartlett – Chairman  
Cllr V Slade – Vice-Chairman

Present: Cllr L Allison, Cllr D Borthwick (In place of Cllr S Gabriel),  
Cllr N Decent, Cllr L Dedman, Cllr M Earl, Cllr J Edwards, Cllr D Farr,  
Cllr M Howell, Cllr D Kelsey, Cllr T O'Neill, Cllr C Rigby and  
Cllr A M Stribley

Also in attendance: Cllr H Allen, Cllr M Anderson, Cllr M Iyengar

164. Apologies

Apologies were received from Cllr B Dion and Cllr S Gabriel.

Apologies were also received from Portfolio Holders, Cllr M Greene and Cllr K Rampton.

165. Substitute Members

Cllr D Borthwick substituted for Cllr S Gabriel and Cllr N Decent filled the Conservative Group vacancy for this meeting.

166. Declarations of Interests

There were no declarations of interest.

167. Confirmation of Minutes

The minutes of the meetings held on 31 January 2022 were confirmed as an accurate record.

167.1 **Action Sheet**

The Chairman provided the following updates on the Action Sheet:

- Minute 146 – Item on Play in BCP now added to the Forward Plan. Action completed and removed from action sheet.
- Minute 153 – BCP Surface Water runoff and sewerage overflows. Action added for Portfolio Holder to provide feedback to O&S Board following his meeting with MPs.
- Minute 162 – Chairman has agreed to add flytipping to the Forward Plan, date to be agreed in consultation with Vice Chair.

168. Public Speaking

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

169. Scrutiny of the LTP Capital Programme Cabinet Report

The Service Director, Transport and Engineering, presented a report, a copy of which had been circulated to each member of the Board and a copy of which appears as Appendix 'A' to these minutes in the Minute Book.

The Service Director and the Transport Improvement Manager addressed points raised by the Board. Many of these related to concerns around ward councillors and local residents accessing information regarding highway works/maintenance programmes, including:

- The report listed structural maintenance works but did not include other works such as road markings/white linings. It was explained that there was a separate, funded programme in place for this type of maintenance within the Neighbourhood Services budget. Members were encouraged to report areas of concern in their wards.
- When would a list of roads for highway maintenance for 2022/23 be available to inform councillors and residents of works in their area? It was explained that this information would be included on the website but did not form part of this strategic report. Works were identified and prioritised using criteria to assess the condition of the roads.
- There was an initial list of roads for 2022/23 and the Board was advised of some of the planned resurfacing works. It was noted that as well as the LTP budget there were other sources of funding available through Government schemes.
- A Board member queried the process for selecting and agreeing the list of roads and asked about the consequences of losing Band 3 status. It was confirmed that to satisfy the incentive requirements for Band 3 the Council was required to publish a three-year rolling programme of highways maintenance. The three year figures were included in the report's appendices and the Council was currently in a good position.
- It would be helpful if the road listings included the ward, particularly as there were often roads with the same name in different areas of BCP.
- Some Board members expressed concern at the state of road markings and white lines in some areas of BCP. These markings were particularly important for pedestrians and cyclists.
- There were mixed views on the effectiveness of the reporting system. Some Board members expressed frustration at the lack of response received. A Board member questioned the efficiency of the process for ranking and undertaking white lining. It was explained that works were assessed and prioritised chiefly on safety grounds and within finite resources, with those of highest safety priority dealt with first, based on information from the Neighbourhood Services inspection team and the public reporting system.

- A Board member asked if there was a list of roads scheduled for white lining and if this could be circulated. The Board was advised that this would have to be followed up with the Director of Environment.

Other issues raised included:

- A Board member asked about the funding for bus facilities referred to in Appendix A. It was explained that this funding supported the continuation of works to provide infrastructure for safer journeys, including raised kerbs, shelters and real time information.
- A Board member felt the level of funding for electric vehicle infrastructure did not reflect the Council's future policy aims. It was explained that this funding was to facilitate the progression of new technology across the network. Major infrastructure would be provided by commercial operation. Further details were subject to commercial sensitivity but it was confirmed that the Council was still in discussions, was open to further interest and had not yet formed a final position.
- Board members highlighted recently publicised concerns about new cycle lane kerbing on Whitelegg Way, including reports that it hindered the passage of emergency vehicles. It was noted that the design was compliant with Department of Transport guidelines and that the emergency services had not raised an issue when consulted.

In response to the issues raised the Chairman agreed to write to the Portfolio Holder for Sustainability and Transport on the following matters:

- Improving access to information for ward councillors and local residents on road works/maintenance programmes
- Whitelegg Way cycle lane kerbing – to outline members' concerns and ask what was being done to address these.

It was also agreed that the Director of Environment be asked through Democratic Services whether there was a list of roads scheduled for white lining which could be made available to Board members.

The Chairman thanked the officers for their attendance and input.

170. Scrutiny of the Development of the Throop Nature Park (Hicks SANG) Cabinet Report

The Portfolio Holder for Environment and Place presented a report, a copy of which had been circulated to each member of the Board and a copy of which appears as Appendix 'B' to these minutes in the Minute Book. The Portfolio Holder and the Strategic Lead, Greenspace and Conservation, addressed a number of points raised by the Board including:

- Why was it appropriate to call the proposal a nature park when the planning consent was for a SANG (Suitable Alternative Natural Greenspace)? The term 'nature park' implied something different and may increase concerns for local residents. The Board was advised that 'SANG' was a technical term which did not mean very much to the

public. There were similar examples where the term ‘nature park’ had been applied and its use here reflected the Council’s aspirations for the site.

- Board members asked why the £100k of CIL resources referenced in recommendation (iii) was needed, particularly when SANGs were meant to require less maintenance. The £100k sum would rise with inflation and was needed per annum for 80 years and there were concerns that this may reduce the amount of resource available for other sites? It was explained that the £100k was needed for the maintenance of the site, including car park improvements, electric vehicle charging and ecology surveys. The Board was assured that parks maintenance was not resourced from CIL. The heathland mitigation contribution came as result of new housing development and was ringfenced for the purpose of delivering the SANG.
- Board members asked whether the new ranger to manage this site was a dedicated, full-time post as implied in the report. It was explained that the new ranger would also be supporting other SANGs and heathland projects in BCP. Members felt this should be made clear in the report, to reassure local residents and avoid any misunderstanding about the nature of the project. It was noted that the highest risk assessed was the negative views of stakeholders/local residents.
- Why was £618k needed for implementation when the land was already owned by the Council? An approximate breakdown of costs was provided, including contingency figures and project fees. A Board member challenged these figures and questioned why these costs were not included in the report for transparency.
- A Board member asked whether the £100k of CIL resources in recommendation (iii) was exclusively from the heathland mitigation element. The Portfolio Holder confirmed that it was and gave an undertaking to amend the Cabinet recommendation to reflect this.
- It was noted that the Equalities Impact Assessment accepted that the lack of toilets and lighting would impact on the ability to use the open space.
- It was confirmed that the site had a dual use as pasture and water meadow depending on seasonal conditions.
- It was confirmed that although the site would remain open all hours, the opening times for the car park were conditioned in the planning consent to avoid issues such as anti-social behaviour.
- A Board member felt the rebranding of the site took away from the intended purpose of mitigating the Winter Gardens development. He asked how the Council intended to work with the Parish Council to deliver the project when they were so opposed to it. The Portfolio Holder advised that officers were in discussions with the Parish Council. It was noted that there was also support for the project, as shown in visitor surveys.
- A Board member was concerned that the Decision Impact Assessment was only an interim report and therefore the results of biodiversity surveys were not yet known.

The Chairman thanked the Portfolio Holder and the Strategic Lead for their attendance and contributions.

171. BCP Seafront Strategy Update

The Portfolio Holder for Tourism and Active Health provided a verbal update on the progress of the BCP Seafront Strategy. He explained that the report to O&S Board and Cabinet had been rescheduled for their respective April meetings to allow sufficient time for the explanatory narrative accompanying the strategy to be completed. He provided a brief summary of what the Strategy would contain and reminded the Board that all members had been invited to a seminar on 1 March, to learn about the strategy in more detail and provide feedback.

The Chairman thanked the Portfolio Holder and apologised for any misunderstanding regarding the content of the update.

172. Scrutiny of the Update on Establishing a Multi-Disciplinary Team and a Homeless Health Centre Cabinet Report

The Lead Member for Homelessness presented a report, a copy of which had been circulated to each member of the Board and a copy of which appears as Appendix 'C' to these minutes in the Minute Book.

As the appendix to the report was deemed to contain exempt information the Board had a discussion on whether or not it was necessary to exclude the press and public when this part of the report was discussed and agreed the following resolution by a majority vote:

**RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.**

Paragraph 3 = Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The Lead Member and officers responded to questions and comments from the Board on the issues raised in the exempt appendix, in particular the different options being put forward to Cabinet for consideration.

At the end of the debate the Board agreed a recommendation to be submitted to the Cabinet meeting on 9 March 2022 when this report would be considered. The Board discussed whether the recommendation could be made public. As the recommendation related to issues of commercial sensitivity within the exempt appendix the majority of the Board agreed that the recommendation should also remain exempt.

173. Forward Plan

The Chairman outlined the Board's Current Forward Plan and invited comments from members.

- Transformation Update, 4 April 2022 – It was suggested that it would be helpful to be given specific examples of how processes will change to make things more efficient. The Chairman asked members to let him know any additional issues they wanted covered to ensure maximum value from this session.
- In response to comments from Board members the Chairman agreed to write to the Portfolio Holder for Tourism and Active Health to ask when the Cabinet report on Leisure Centres was coming forward. He also agreed to follow up in more general terms on the reasons for items being continually delayed on Cabinet Forward Plan.
- Play in BCP, 16 May 2022 – The Chairman agreed to ask that the scope of this item incorporates the potential transfer of play sites to Christchurch Town Council (highlighted by a Board member as being the subject of a report to Cabinet on 25 May 2022).
- The Chairman also agreed to contact Democratic Services on behalf of some members who expressed concern at the finishing times of Council meetings.

174. Future Meeting Dates 2021/22

The Board noted 4 April 2022 as the one remaining meeting date for the Municipal Year 2021/22. Dates for the Municipal Year 2022/23 were also noted.

The meeting ended at 5.25 pm

CHAIRMAN

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

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

Minute number	Item	Action* <small>*Items remain until action completed.</small>	Benefit	Outcome
<b>Actions Arising from Board meeting – 2.00pm 31 January 2022</b>				
153	BCP Surface Water Runoff and Sewerage Overflows	It was recommended to the relevant Portfolio Holder to write to all BCP MPs and Ofwat expressing BCP Council's concerns on the level of use of combined sewage overflows and the effect of this on both bathing water quality and the shell fishing industries, requesting that they lobby Government for legislation to be improved and action taken to address what are currently unacceptable water quality levels.	To ensure that action is taken to address the concerns raised by the O&S Board	Board awaiting feedback from Portfolio Holder following meeting with MPs
<b>Actions Arising from Board meeting – 28 February 2022</b>				
169	LTP Capital Programme	Chairman to write to the Portfolio Holder on: <ul style="list-style-type: none"> <li>• Improving access to information for ward councillors and local residents on road works/maintenance programmes</li> <li>• Whitelegg Way cycle lane kerbing – to outline members' concerns and ask what is being done to address these</li> </ul>	To address issues raised by O&S Board members and ensure these points are actioned	
172	Scrutiny of the Update on Establishing a Multi-Disciplinary Team and a Homeless Health Centre Cabinet Report	Recommendations agreed by the Overview and Scrutiny Board in non-public session.  <b>Actioned: Recommendations reported to Cabinet at its meeting on 9 March</b>	To enable O&S views to be taken into consideration by the Portfolio Holder when making proposals to Cabinet.	Recommendations not accepted by Cabinet – call-in received Cabin respect of Cabinet decision

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome
173	Forward Plan	Chairman to write to Portfolio Holder to ask when the Cabinet report on Leisure Centres is coming forward (and in general, follow up on reasons for items being continually delayed on Cabinet Forward Plan). <b>Actioned: Response awaited from PH</b>	To ensure that the issue is addressed and the reasons for the timescale for this are fully explained	

**CABINET**



Report subject	<b>Housing Management Model</b>
Meeting date	13 April 2022
Status	Public Report
Executive summary	This report brings forward the recommendations required to establish the new operating model for council housing services. It will recommend the cessation of the management agreement for services delivered from Poole Housing Partnership and set out the new operating model and approach to service delivery under BCP Homes. The recommendations will enable the ending of legacy approaches for housing the creation of new service models embedded within the council and operating under new refreshed service models.
Recommendations	<p><b>It is RECOMMENDED that:</b></p> <ul style="list-style-type: none"> <li><b>i. Cabinet approves the Termination Agreement to describe and novate all current assets and liabilities from PHP into BCP Council</b></li> <li><b>ii. Cabinet approves the termination of the PHP management agreement and delegates authorisation for the final decisions in relation to the closure of PHP and the establishment of BCP Homes to the Chief Operating Officer in consultation with the Cabinet Member for People and Homes</b></li> <li><b>iii. Cabinet approves the establishment of a Housing advisory board to oversee delivery of all HRA funded activities and the establishment of, and ongoing development of the resident involvement structures as described in the paper</b></li> <li><b>iv. Cabinet approves the new Housing Management operating model</b></li> </ul>
Reason for recommendations	These recommendations will enable the required actions which will dissolve the current legacy arrangements and create the new operating model for housing services.

Portfolio Holder(s):	Councillor Karen Rampton
Corporate Director	Jess Gibbons
Report Authors	Su Spence
Wards	Council-wide
Classification	For Decision

## Background

1. The council owns approximately 9,500 properties that make up its social housing stock and services to these are funded and managed through its Housing Revenue Account (HRA). These homes are situated across multiple wards and deliver general need, sheltered and extra care homes, as well as some shared ownership properties. There are also a further 1,139 leasehold homes that fall within the management responsibility of the HRA. There are no council owned properties in Christchurch as these were transferred to a Housing Association many years ago.
2. The management arrangements for these homes currently reflect the legacy approach of the previous councils. The homes in Bournemouth are managed “in house” within the officer structure of the housing service unit. The homes in Poole are managed by Poole Housing Partnership which is a council owned company but has a management agreement that sets out roles and responsibilities for delivery of services across Poole.
3. The approach to the delivery of housing services for those living in council owned homes has seen much discussion in recent years. The Grenfell tragedy in 2017 has focused discussion around how to ensure buildings are safe and fit for purpose as well as how residents can influence landlords and shape how services are delivered, as well as complain and seek redress when unhappy about issues. These discussions have culminated in the Building Safety legislation that is expected to become law in the summer of 2022 and the Housing White Paper that will transform into a Housing Bill to be introduced sometime in 2022.
4. Both pieces of legislation will place extra duties on councils with regards to the homes that it owns. There will be a requirement to identify accountable officers for Building Safety, Consumer Standards and Complaints. Councils will be required to report against national Tenant Satisfaction Measures and will also see a national inspection regime introduced similar to that already in place for Housing Associations. The focus will be on ensuring that homes are safe but also that local residents are engaged and involved in decision making and supporting wider neighbourhood development in their areas. The approach is designed to mark a sea change in current delivery methods.
5. The increased focus on housing and changing demands for councils made it pertinent that BCP Council focus on its own delivery approaches. It was also recognised that continuing with the legacy approaches was not sustainable and

it was essential to bring together operating models to ensure BCP Council could meet the challenges moving forward. During 2020 and early 2021 BCP Council considered a range of approaches that could be used to deliver services and in July 2021 considered the recommendations arising from this work. This set out that the councils preferred operating model was one delivered from within the council but that drew on best practice from both legacy approaches. Cabinet also approved these specific recommendations;

- a) The proposed objectives of a new combined service within the council
  - b) The preferred governance model for a new combined service within the council overseen by an advisory board
  - c) The outline principles of governance arrangements for the advisory board
  - d) The commencement of extensive consultation with all council housing tenants/leaseholders and other stakeholders on the preferred model and the future nature of services to be delivered.
6. Since this date further work has been undertaken to support this approach and to be able to bring forward recommendations for the delivery of the new combined service setting out how this will work and where it will sit within the council.

### **Consultation**

7. Following the Cabinet decision to consider a new delivery model, BCP consulted with all 10,000 (approx.) households that live in council owned properties. This consultation took place between August and November 2021 and asked for views on the following areas
- a. Whether households agreed or disagreed with the proposal to bring the housing landlord services into 1 service run from within the council?
  - b. Whether households agreed or disagreed with the proposed objectives of this new service?
  - c. How satisfied were residents with current services?
  - d. What currently works well and what could be improved?
  - e. Which 5 service areas were most important to households?
  - f. How do households wish to be communicated with and how can they be better involved in services?
8. Just over half (51%) of residents agreed with the proposed way forward with slightly more agreement in Bournemouth (56%) than in Poole (46%). However, another 27% neither agreed nor disagreed giving confidence that the proposed way forward is supported by residents. There was little commentary regarding the proposed objectives with most households responding they agreed with them.
9. 78% of households reported that they were satisfied with their current service with only 6% very dissatisfied. Within this level of satisfaction there were varying results for different service areas. Overall satisfaction with the quality of their home and satisfaction with the safety and security of their home scored highly; 86% and 82% respectively. However only 44% reported being satisfied with the way ASB is handled, 52% were satisfied with opportunities to be involved and 55% were satisfied that they felt part of their community. 75%

were satisfied with the repairs and maintenance service which was reassuring as this service was rated the top priority for 90% of residents.

10. Questions around communication channels gave important feedback on how best to give and receive information. Only 63% of households reported that they had internet in their homes, and this dropped to 38% for those households in the 75+ age range. The telephone remained the 1<sup>st</sup> choice for all respondent groups when looking for information (86%) with only 21% reporting that they would look on the website.
11. Full details of the consultation results can be found in Appendix 1 which provides a further breakdown of responses and key issues raised. The consultation however provides confirmation that the proposed change in landlord delivery is supported by residents and the council can bring forward recommendations based on the approach described in the July 2021 report.

### **Recommended Approach**

12. This report sets out a number of recommendations that will establish the new operating and governance approach, which builds on the consultation feedback, and has been influenced and supported by a joint resident liaison group of Bournemouth and Poole residents. The recommended approach will set out a service structure that reflects and builds on the wider council operating model, ensuring that benefits from the smarter structures and wider transformation changes are achieved across housing as well as delivering benefits for front line services. The management of the approach will be brought together under a new advisory board and underpinned by a new approach to resident involvement that will support and challenge service delivery across all areas.
13. The operating model brings together services in an in-house team that will be branded as “BCP Homes”. It was felt important to give the service a specific name as this ensures that it has a distinct identity, supporting the culture of this new service delivery model while set within the wider context of the council. The development of the name included several stakeholders across BCP including officers, residents, the BCP Communications Team and councillors.
14. Departmental names that were considered were believed to be confer elements of stigmatisation around social housing and this was strongly resisted by residents. All stakeholders felt that it was important to reference the area abbreviation of ‘BCP’ for Bournemouth, Christchurch, and Poole, to reinforce that this is an in-house service and not a move to another model, such as a Housing Association. Consideration was given to a range of options but the preferred option for most stakeholders was BCP Homes. This was felt to give a distinct identify, contained BCP in its title and used the term “homes” to reflect the nature of the service being provided.
15. BCP Homes will contain the main housing management teams that support the delivery of services as well as being supported by several other teams across the council to bring together a coherent resident-centric service. This approach is in line with the wider councils operating model and recognises the ongoing development of the business partner model that will ensure that the right service is provided in the right place for each resident.
16. Table 1 sets out the proposed operating model and how key resident related services are expected to be delivered.

<b>Table 1</b>	BCP Homes	Other BCP Teams	Notes
Tenancy Management (General Needs and Older People)	√		
Rent and Service Charge collection	√		
Low/ medium level support and sustainment	√		
High Level support for residents with complex issues		√	Via Housing Options & Partnerships
Neighbourhood inspections	√		
Resident Involvement	√		
New Tenancy Sign Up and Management	√		
Complex Anti Social Behaviour Management		√	Via BCP Communities
Resident Engagement		√	Via BCP Communities
Customer Contact/ Triage/ Repairs Helpdesk		√	Expect to transition to wider BCP customer team as work develops
Complaints		√	Expect to transition to wider BCP complaints team as work develops
Emergency and Response Repairs		√	Via BCP Repairs Team
Health & Safety Compliance		√	Via BCP Facilities Management
Cyclical Maintenance		√	Via BCP Facilities Management
Planned Maintenance		√	Via BCP Facilities Management
Major Capital Projects		√	Via BCP Facilities Management
Strategic Asset Management		√	Via BCP Facilities Management
New Build		√	Via BCP Development Team
Accountable Officer for Consumer Standards and Housing Ombudsman	√		
Accountable Officer for Building Safety		√	

17. All corporate services will be delivered from the BCP corporate teams already in place. This is no change for Bournemouth services but will mean that PHP officers currently employed in corporate roles will transition across. The expected establishment numbers of BCP Homes is estimated to be 117.42 FTE officers, of which 50.25 FTEs will transfer from the current BCP in house service and 67.17 FTEs from PHP. An additional 34.35 FTE officers will transfer from PHP to other teams across the council and this reflects that there are already 40.26 FTE BCP officers funded by the Housing Revenue Account within other teams. It should be noted that these numbers may vary slightly following the TUPE discussions which will take place in May and June prior to the change.
18. HRA services outside of housing management will be delivered from wider BCP teams, reflecting the councils operating model. The largest team that will be required to support the operation of the BCP Homes objectives and to support the Advisory Board is the Corporate Facilities Team and this will be delivered via the corporate partner approach under development.
19. The council is required to identify accountable officers for Housing Consumer Standards, all Housing Ombudsman issues and Building Safety. The first of these two roles will be held by the lead officer for BCP Homes and will provide oversight and challenge for the Advisory Board to discharge the duties required in this role. The accountable officer role for Building Safety will be delivered by the Director responsible for Facilities Management who will ensure that all legislative measures are in place.
20. The delivery of these changes will be managed under agreed HR processes already in place. For PHP officers TUPE considerations will apply and this work is expected to take place during May 2022 to enable the go live date of July 1<sup>st</sup>.
21. BCP Homes will be a core service within the council and will be managed within the Operations Directorate reporting to a defined Director. The final structure to deliver this will be consulted upon with the final operational decision delegated to the Chief Operating Officer in consultation with the portfolio holder for People and Homes as part of the establishment of BCP Homes.
22. It is recognised that the creation of BCP Homes is the start of a wider transformative journey for the service. The approach to service change is expected to mirror that used for local government reorganisation in 2019. Staff will transfer into the new arrangements in a “lift and shift” approach that will place similar teams working alongside each other but delivering the same service, but within a core team that reflects the new council operational model. This will enable further transformational change to be delivered.
23. In addition to the work that the service teams will deliver to bring together service delivery, the service will also be shaped and developed by the wider transformation approach being delivered across the council with KPMG. The delivery of new operating models and platforms will allow housing to truly transform how it works and deliver services to residents. The change agenda will be closely monitored to allow the delivery of change in the right way and hearing the right voices to ensure that services are aspirational and meet the national requirements enshrined in the white paper.

24. The delivery of service within BCP Homes as well as the wider BCP teams will be overseen by a new Housing Advisory Board. This Board will bring together discussions on housing services funded through the Housing Revenue Account and provide a strong focus for the delivery of the housing white paper requirements. Cabinet is recommended to approve the establishment of this Board as part of this approach.
25. The shape and nature of the Advisory Board is set out in Appendix 2 and can be summarised as set out below
- a. The Role and Purpose of the Board –
    - to provide oversight of services funded and delivered by the Housing Revenue Account (HRA), providing assurance to the council that these are being managed appropriately and providing a clear line of sight into the council decision making processes for residents as required by the housing white paper
  - b. Services within the remit of the Board –
    - all services funded by the HRA, with particular focus on housing management and housing maintenance services
  - c. The formal links with the council and the constitution –
    - An annual report is expected to be provided to Cabinet and CMB describing issues considered and assurance given, with the opportunity for officers or councillors to highlight any emerging issues through normal routes outside of this
  - d. Scheme of delegation –
    - noted that the Board is advisory, and that officers and councillors would hold delegated authorities as set out in the wider scheme of delegation with no decision making powers passed to the Advisory Board.
  - e. Membership of the Board – The Board will comprise of the following
    - 3 councillors (the portfolio holder for housing + 1 councillor from the governing group and 1 from the opposition)
    - 4 independents
    - 4 residents (2 from Bournemouth and 2 from Poole)
  - f. Arrangements for Chair and co-Chair –
    - the portfolio holder will chair the Board and Board members will elect a co-Chair from across the independent or resident members of the Board
  - g. Code of Conduct –
    - a formal code of conduct will be developed setting out expected behaviours and training
26. The Board will be supported by the lead officer for BCP Homes who will agree with the Chair and co-Chair the annual programme of work for the Board and ensure this programme is planned and delivered appropriately.

27. In addition to the Advisory Board, it is recommended that the Council formally adopt an enhanced approach to resident involvement and scrutiny. This approach will ensure that the aims of the Advisory Board are supported and has access to a range of resident views to discuss how and when service are delivered. The recommended approach has been developed by the “Joint Resident Group” which has representatives from across Bournemouth and Poole and is supporting the delivery of the wider project. The Group looked at the current models in place and how these can be developed to ensure that residents are involved in service development, design and scrutiny across the new arrangements. This approach is separate to wider engagement although will use much of the same approaches and will seek to complement this wider role.
28. It is recommended that Cabinet approves the following approach to resident involvement –
- a. Inclusion of 4 resident representatives on the BCP Homes Advisory Board (as described in 22e above)
  - b. Creation of a formal Resident Committee made up of 14 residents that consider strategic issues facing BCP Homes, providing these views to the Advisory Board
  - c. Creation of 4 Panels or engagement opportunities focused on housing management, asset management, communication approaches and resident scrutiny that will incorporate wider resident views
29. There is further work to do to deliver an approach that is inclusive and reflective of the local population, but this sets out the overarching themes within which it is believed that further developments can be delivered. The approach is in line with the national standards of good practice as set out by TPAS (national tenant participatory service) and is designed to ensure that the council can show strong engagement and discussions as required within the housing white paper.
30. It is anticipated that all the changes will take place following the decision to be made by full Council at the end of April. There are several pieces of work that can only start after the Council has approved the recommendations to establish the new service and these include the novation of assets and liabilities from Poole Housing Partnership, the TUPE discussions with staff as well as recruitment to the new Advisory Board. A high-level timetable of the actions required is held by the project team and these further actions mean that the expected go live date for the new service is 1<sup>st</sup> July 2022.
31. The transfer of the service will mean that the council will end its current management agreement with its arm’s length management organisation (ALMO), Poole Housing Partnership (PHP) at the same time. The council currently holds a 30-year management agreement with PHP but it can issue a 6 month notice period outside of the designated 5 year break clause built into the agreement. It is recommended that as part of this process the council issues the 6-month notice period to the PHP Board as soon as possible, and no later than 10<sup>th</sup> May 2022.

32. To support the closure of the ALMO advice has been sought from Trowers & Hamlin who are specialists in council housing matters. It is proposed that the ALMO will seek a voluntary dissolution following the transfer of the service to the new operating model. This approach will require the delivery of a Termination Agreement between BCP Council and the PHP Board that will set out that the council agrees to honour all current assets and liabilities of PHP as well as agreeing the novation of these to the council as part of the establishment of the new service. It is recommended that the Council approves the Termination Agreement and presents this to the PHP Board. It is anticipated that on receipt of such Termination Agreement the PHP Board will consider a vote to waive the 6-month notice period, facilitating the go live date of 1<sup>st</sup> July 2022.
33. A key element of this discussion will be the treatment of the PHP pension liability currently held within the Dorset County Pension Fund. In line with several other public sector organisations there is a currently a deficit pension liability for PHP staff within the Fund. The council will require confirmation that this can be moved into the wider council scheme without any additional contributions being required made by either PHP or the council. These discussions have started and will need to conclude prior to any transfer.
34. While the new service is expected to go live on 1<sup>st</sup> July it is proposed to keep the ALMO in place until the end of July. This will allow any outstanding issues to be resolved and for the PHP Board to receive the audited accounts for 2021/22. The Board will then vote for a voluntary dissolution. Following this decision, it must not trade or have any activities for 3 months and at the end of that period BCP can request Companies House to formally strike it off.

### **Options Appraisal**

35. The July 2021 cabinet report considered several options for service delivery. These included the following
  - a. Do nothing
  - b. Collapse the PHP service into the Bournemouth in house model
  - c. Collapse the Bournemouth service into the Poole model, renaming the current council owned company
  - d. Disband both current services and create a new local authority company with a board of directors and distanced from either of the 2 legacy services
36. Consideration was given to each of the options with a full options appraisal set out in the July 2021 Cabinet report. The conclusions can be summarised as follows;
37. The do-nothing option was not sustainable and to be able to maximise the benefits of local authority transformation there should be only one operating model for services delivered residents living in council owned homes.
38. Options b and c were rejected as both were a continuation of current service models when a sea change in requirements was required following the national debates around housing.

39. Option d was rejected as it did not provide the council with the desired clear line of sight to residents that is required under the housing white paper. It also did not allow the new company to access and benefit from the wider transformation programme being undertaken across the council, therefore excluding those residents from the benefits that would be seen elsewhere.
40. The option that was recommended was for a single new 'best of both worlds' service, clearly distinct from either of its predecessors, set up as a hybrid service with a form of 'advisory board', providing oversight, expertise and informed advice
41. This option was recommended as it was felt to deliver the following advantages.
- the 'tenants voice' would be closer to the landlord.
  - A clear line of sight/transparency and accountability for the council in the context of increasing regulation, accountability required by the landlord and an increased focus on safety.
  - connect, re-integrate and join-up with other council services to achieve better customer outcomes.
  - enable better delivery of the council's transformation journey to modernise and improve services.
  - greater control for the council of its assets.
  - no additional company overhead costs.
  - scope for securing further savings with economies of scale from operating in the wider council.
42. It was further noted that the recommended option should have a robust 'advisory board', providing oversight, expertise and informed advice as described in more detail elsewhere in the report. This reflected the approach taken by several other councils, including some which had recently changed from an ALMO model.

### **Summary of financial implications**

43. The creation of the new management arrangements will bring together the current operating models that support the BCP Housing Revenue Account (HRA) already in place. This combined single account was created in April 2019 on the creation of the council and will continue in operation supported by a single operational business plan for the delivery of services.

### **Novation of PHP assets and liabilities**

44. It is proposed that the PHP Board will approve the financial statements ending 31 March 2022 prior to its dissolution. The management accounts for the first 4 months of 2022/23 will be included in the management reporting for the council following the transfer.
45. All assets and liabilities held by PHP at the point of dissolution will be novated to BCP council (HRA and General Fund). PHP's audited balance sheet at 31 March 2021 is provided below (table 1) as an indicator of the type and scale of assets and liabilities that could be transferred.

PHP balance sheet 31 March 2021	£000	Comments
<b>Fixed assets</b>		
Investment properties (assured shorthold tenancies)	544	2 properties currently rented as assured shorthold tenancies. These properties will transfer to <b>BCP council general fund ownership</b> and then be leased to Seascope Homes & Property Limited for incorporation into their housing portfolio (subject to approval by Seascope Homes & Property Limited Board). It is assumed that the properties are of a good standard of accommodation. Annual rental income of around £20k for both properties, of which around 8% will be retained by Seascope Homes & Property Limited.
Beech House leasehold property improvements	166	This investment is currently depreciated on a straight line basis to the end of the lease. Will need to ensure this accounting treatment is consistent with the HRA fixed assets
IT equipment & FFE	75	This investment is currently depreciated on a straight line basis over 3 years for IT and 4 years for FFE. There are no PHP owned vehicles
<b>Net fixed assets</b>	<b>785</b>	
<b>Debtors</b>		
Amounts owed from BCP	212	Will novate - no issues
Trade debtors & prepayments	113	Will novate - no significant issues
<b>Cash at bank</b>	<b>2,642</b>	This bank account balance is already managed within the council's daily treasury management activities
<b>Creditors</b>		
Corporation tax on rental income	(8)	Will need advice re mechanism to pay liability after PHP dissolution
Other tax and social security	(336)	Will novate - no significant issues
Trade creditors, accruals and provisions	(1,374)	Will novate - no significant issues
<b>Net current assets</b>	<b>1,249</b>	
<b>Net assets before pension liability</b>	<b>2,034</b>	
<b>Pension liability</b>	<b>(11,032)</b>	This is PHP calculated share of Dorset County Pension Fund deficit (as calculated by actuaries and audited by PHP external auditors). Around 95 PHP employees. Pension Fund is revalued every 3 years - next valuation 31 March 2022 and will set contributions for the period 1 April 2023 to 31 March 2026
<b>Net liabilities</b>	<b>(8,998)</b>	

46. Assets and liabilities include ownership of two investment properties that are currently rented by PHP on assured shorthold tenancies. It is assumed that ownership of these will transfer from PHP to BCP council's general fund, and then subsequently leased to Seascope Homes & Property for annual rental. The general fund would therefore benefit from lease income from Seascope Homes & Property Limited. This approach will need to be approved by the Board of Directors for Seascope Homes & Property Limited.
47. Specialist advice regarding the pension liability may also be required including confirmation from Dorset County Pension Fund (DCPF) that PHP employees will be novated across into BCP council.
48. The council's external auditors will also need to be satisfied that the assets and liabilities novated from PHP are done so at a fair value and that all contingent liabilities are accounted for.

#### PHP management agreement

49. The HRA pays around £8.5 million to PHP to manage delivery of the Poole Neighbourhood HRA. This covers both repairs & maintenance and supervision &

management related spend. Post dissolution this HRA budget will be made available to fund staff transferred to and works directly commissioned through the HRA. The management fee 1 April 2022 to 1 July 2022 will need to be calculated separately.

50. In addition, BCP council recharges PHP around £375k of spend covered by service level agreements. These include ICT, HR and payroll, corporate finance and environmental (cleansing) services. It is expected that after PHP dissolution these charges will be made from the BCP general fund directly to (and be funded by) the HRA.

### **BCP Homes – single operating model**

51. The creation of the new management arrangements will bring together the current operating models that support the BCP Housing Revenue Account (HRA) already in place. This combined single housing revenue account was created in April 2019 on the creation of the council and will continue in operation supported by a single operational business plan for the delivery of services.
52. The HRA is budgeted to receive £47.7 million income in 2022/23. By law, the HRA must set a balanced budget, and cannot be in a net surplus or net deficit position at year end. In any year all budgeted HRA revenue income is allocated to planned spend on delivering the housing revenue account's business plan and operating model. This includes planned investment in the repair and maintenance of the HRA's housing stock, supporting all officers working across housing properties, whether directly or indirectly supporting housing management and housing maintenance. It also includes the annual amortised cost of capital investment in housing stock (depreciation charge) as well as direct planned in-year funding contributions towards the cost of future capital investment in housing stock (revenue contribution to capital). Other capital aspirations around new build are funded via Homes England grants, Right to Buy receipts, borrowing and reserves. Current revenue and capital expenditure plans for 2022/23 are shown in table 2.

<b>Table 2</b>	<b>£000</b>
Repairs and Maintenance	10,449
Supervision and Management	13,179
Rent, Rates and Other Charges	427
Bad or Doubtful Debts	400
Capital related costs (including depreciation, interest on borrowing and contributions towards capital expenditure)	23,288
<b>Total Revenue</b>	<b>47,743</b>
Planned Maintenance – Capital	14,989
Major Projects – Capital	48,078
<b>Total Capital</b>	<b>63,067</b>

53. Separate workstreams have been established to align core policies and procedures across the two existing services (Poole and Bournemouth). These include alignment of depreciation methodology, move to single housing stock valuation and review of repairs and maintenance across the two neighbourhoods.
54. Corporation tax and potential VAT implications of PHP dissolution will also need to be fully understood.
55. Transactions currently accounted for within the separate PHP company accounting ledger will also need to be migrated onto the main HRA accounting ledger.
56. A review of recharges from BCP Council to BCP Homes will also be required to ensure that all recharges are robust and representative of actual spend. This review will also consider the scope for BCP Homes to potentially undertake more work for other areas of the council, for example with respect to sheltered housing funded by adult social care.

### **Opportunity for ongoing annual savings**

57. The approach to lift and drop the current services into the new single operating model will mean that there will be minimal savings delivered on day 1. The full financial benefits of transition to a single operating model will take 12-18 months to be realised. This is in line with the approach used under local Government Reorganisation (LGR) that saw a range of savings delivered over a period of time. Operating models must be streamlined and re-designed to deliver services across 10,000 homes rather than across 2 separate 5,000 'neighbourhoods'.
58. Any savings realised will be ringfenced to the HRA account in line with the legal framework that requires HRA income to be spent on HRA related expenditure. It will be used to help deliver the strategic ambitions of BCP Homes – including:
  - Maintaining 10,000 housing stock to a decent standard
  - Investment in current homes to deliver net zero carbon aspirations and reduction in ongoing running costs
  - Delivery of the housing white paper objectives and building on mechanisms to hear the resident voice across services
  - Ensuring the council delivers maintains and improves on building safety standards in line with emerging legislation
59. Potential savings that could start to be delivered over the 12-18 months post transition to single operating model are yet to be quantified but are expected to include the following areas of spend:
  - Immediate overall reduction in staffing costs as some of high-level staffing structures are brought together. Resulting one-off redundancy costs will need to be calculated and offset against these savings.
  - reduced third party spend from PHP dissolution including £12k annual external audit fee and other savings from services subsumed into BCP council models and contracts
  - Potential further staff savings as delivery teams are combined within single operating model

- economies of scale from delivering services across 10,000 homes rather than the 2 separate operating models. This larger scale will allow economies to be driven out from service delivery as well as sharing best practice across teams that will further support more effective and efficient delivery. Working on an indicative assumption of 5% efficiency savings from economies of scale, there is scope for around £750k potential savings per annum (driven mostly from capital spend)

60. The work to deliver the service transformation across the council and embed the new operating models will also lead to economies and reduced operating costs.
61. It is recognised that the capacity to generate ongoing savings from service delivery is impacted by how lean and efficiently services are currently provided. For example, the current cost per property for Poole Neighbourhood services is assessed as lower than average when compared with the medium cost of similar delivery models (see table 3). Information for Bournemouth services are not readily available in the same format but are believed to be slightly higher than Poole services. Performance standards for each area are also deemed to be higher than median performance from comparable HRAs. The current HRA dual operating models are therefore 'low cost but high performance'. This position is expected to be maintained as the HRA migrates to a single BCP Homes operating model.

<b>Table 3</b>	Poole Cost Per Property	Median Cost Per Property of Comparable Organisations
Housing Management	£260.96	£262.27
Rent Arrears and Collection	£51.60	£76.20
Response Repairs & Voids	£479.07	£684.64
Major Works & Cyclical Maintenance	£1,520.00	£1,695.00

### Summary of legal implications

62. The advice sought from external legal specialists Trowers & Hamblins have determined an approach to terminate the agreement between BCP and the PHP, ending the management agreements and the novation of assets and liabilities in a safe and proper manner. Further independent advice is also being obtained with regard the accountancy treatment of the assets and liabilities which has so far concurred with the legal advice received.
63. There is no statutory duty to consult assured tenants under the Housing Act 1988 regarding disposing properties to another landlord or transferring the ownership to a different landlord. However, guidance from the Social Housing Regulator states that it expects Registered Providers landlords to consult with its tenants and this has been undertaken and the conclusions referenced in this report.
64. The Council has a statutory obligation to carry out repair works in the properties it lets under section 11(1) of the Landlord and Tenant Act 1985. The proposed model addresses these via the BCP Repairs and Corporate Facilities teams.

65. The Council is obliged to hold social housing provided or acquired under Part II of the Housing Act 1985 within the HRA pursuant to section 74(1) of the Local Government and Housing Act 1989 unless the Secretary of State gives specific consent to hold such properties outside the HRA section 74(3)(d). Under section 76 of the Local Government and Housing Act 1989, the Council has a duty to prevent a debit balance on its Housing Revenue Account. In October 2018, the government removed the HRA borrowing cap on local authorities and borrowing in the HRA is now subject to the similar prudential guidelines as the General Fund.

#### **Summary of human resources implications**

66. Consultation with PHP officers will be required to deliver the TUPE process. This has been planned and is due to take place in May and June 2022. Trade Union representatives have been briefed on the expected timeline and will be fully engaged throughout the process.
67. Appropriate support will be provided to colleagues to ensure a smooth transfer into BCP Home
68. A review of the current Housing Senior Leadership team will be necessary. This review will be led by the Chief Operations Officer and affected staff will be fully engaged in the consultation process.

#### **Summary of sustainability impact**

69. This decision has no direct impact on the sustainability approach for the council. In the longer term it should allow resources to be released from HRA capital funds to be reinvested in delivery of decarbonising current homes.

#### **Summary of public health implications**

70. The effective management and maintenance of council housing stock brings clear public health benefits to residents. Good health outcomes can be achieved by good housing provision. The housing management model review is aimed at ensuring excellent outcomes for residents

#### **Summary of equality implications**

71. EIQA for approach included as Appendix 3

#### **Summary of risk assessment**

72. The key risk for the service changes proposed is the continued delivery of excellent services from residents across the change. This is being managed through the proposed lift and drop of service delivery that proved successful under the local government review changes that took place in 2019. There will be continued focus on key service delivery areas to ensure that there is no critical business failure emerging from the change and an ongoing project team to support actions.

#### **Background papers**

#### **Appendices**

Appendix 1 – Housing Management Consultation Report

Appendix 2 – BCP Homes Terms of Reference

Appendix 3 – Equalities Impact Assessment



# Housing Management Consultation Results

December 2021

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## Executive Summary



1886 tenants and leaseholders responded to the consultation.



51% agreed with the councils preferred option and 14% disagreed. Residents currently living in Bournemouth are more likely to agree with the proposal compared to Poole residents (56% agree compared to 46% agree).



When asked if they had any concerns or comments some respondents mentioned the following concerns: organisations becoming less effective as they grow larger, service being slower to respond due to the increase in homes/queries, changes would result in cost cutting, whether enough staff be employed within the service, whether there would be increased costs.



Other respondents said the service was fine as it is whereas others felt it was a good idea to combine the service, happy for it to be managed by the council, make sure local offices were retained.



Another theme that was highlighted in the comments included communication being key to the new combined service and that the advisory board should be representative of residents.



Respondents were asked to comment on the 14 draft objectives for the new housing management service. There was a general consensus that the objectives looked good and covered everything. Some respondents questioned whether the council had the resource to ensure that they were achievable.



The five most important services within the housing management service included access to a repairs service, keeping the neighbourhood clean and tidy, improvements to the home, managing the behaviour of other tenants and residents and communal cleaning in shared areas.

## Introduction and background

In July 2021 BCP Council's Cabinet agreed to commence a consultation on the proposal to create a new single housing management service for BCP Council. The council invited current tenants, leaseholder, and other residents with an interest to give their views on the proposal ***'to create a new single service across both areas which will be run within BCP Council'***. This would mean that Poole Housing Partnership (PHP) and the Bournemouth in-house service would no longer exist in their current forms, and a new combined service would be formed to create the 'best of both worlds'. The proposal includes the creation of an Advisory Board that would provide oversight, expertise, and informed advice. A number of other local authorities have recently made similar decisions.

## Methodology

A comprehensive consultation programme was designed to ensure that as many tenants and leaseholders as possible were encouraged to take part in the consultation.

The consultation programme and material was presented to the joint residents group who provided advice and feedback about the accessibility and content of the material. The consultation document and questionnaire was changed as a result of this feedback.

**Consultation document and questionnaire** – an 8 page information document was written and designed which explained the proposal in more detail and provided information about roadshows and meetings where people could find out more information. A questionnaire was also designed which asked tenants and leaseholders information about the current housing service they receive, their views on the proposal and objectives of the new housing service. The information document, questionnaire and a freepost reply envelope was sent to all Poole Housing Partnership and BCP Council tenant households and leaseholders.

**Roadshow drop-in sessions** – 38 drop-in roadshows were held, where residents were invited to come and ask any questions or if they needed any support completing the questionnaire. The sessions were run by PHP and council employees.

**Tenant and Leaseholder meeting** – six meetings were arranged (four in person, two virtual) Housing officers gave a presentation and there was an opportunity for people to ask questions.

**Online information and feedback** – All information was available on the council’s engagement hub. This also included an ideas wall, which asked for ideas for a new housing service. All the material can be found [here](#).

## Fieldwork



The fieldwork period ran for 12 weeks from Monday 23 August – Sunday 7 November 2021.

## Communication and promotion

All tenants and leaseholders were sent an information document and consultation questionnaire to complete. This information included the BCP Council and Poole Housing Partnership (PHP) logo. This information was also hosted on a dedicated page on the council’s engagement hub. The page received just under 2000 views.

A [press release](#) was issued announcing the launch of the consultation which included a quote from BCP Council’s Portfolio for homes and the Chair of PHP Board.

The consultation was also promoted on the council’s and PHP social media channels and websites.

## Analysis and reporting

Darmax Research were commissioned to manage the mailing, data entry, analysis and reporting element of the housing management project. Their full report can be found in Appendix 1. For ease, the summary findings written by Darmax Research have been included within this report.

## Tenant and Leaseholder survey summary

1,886 surveys were returned during the fieldwork period, representing a 17.9% overall response rate.

### Your housing service

The majority of respondents were satisfied with the overall quality of their home, the safety and security of their home, and the way their housing service deals with repairs and maintenance. However, less than half the respondents were satisfied

with the way their housing service deals with antisocial behaviour, while just over half were satisfied with the opportunities to be involved and have their say about housing services or felt part of their community and meeting people.

Respondents aged 25 – 34 were significantly less likely to be satisfied with all aspects of their housing service, while Poole residents were significantly less likely to be satisfied with the way their housing service deals with repairs and maintenance, the way their housing service deals with antisocial behaviour, their housing service keeping them informed about matters that might affect them and how quickly their housing service is able to respond to their queries and concerns.

76% of respondents were satisfied with the service provided by their housing service overall, while respondents aged 25 – 34 years were significantly less likely to be satisfied with the service provided by their housing service than any other age group.

Respondents were asked to detail what currently works well with their housing service. Respondents stated that their housing service deals with repairs promptly and are pleased with the quality of the repairs undertaken. Residents found the workmen to be friendly, polite and courteous. Respondents like being able to contact the housing service and their housing officer via a number of methods and they receive a prompt response to their enquiries. They also appreciated the friendly and polite staff that they spoke to over the phone. Respondents thought that the cleaning service, gas and electricity inspections and being able to access financial support worked well.

However, when asked to detail what could be improved with their housing service, respondents commented that repairs take a long time to be addressed, while their homes were also in need of refurbishment and/or replacement of kitchens, bathrooms, doors and windows, with these being in need of replacement before their stated lifespan. Respondents want to be provided with more specific timeslots for repairs rather than being given an 8.00am – 4.00pm time. Respondents also felt that the external communal areas, including gardens and the general upkeep of buildings need to be improved and done on a more regular basis, as well as the cleaning of internal areas not being done to a satisfactory standard. CCTV and outdoor lighting are also needed to improve security and safety. Communication with tenants and between departments also needs to improve, as well as the ability to speak to someone over the phone. A number of respondents also commented on the fact that they rarely see their housing officer, and the housing service does not deal effectively with antisocial behaviour. Respondents also feel that the housing service does not house tenants appropriately with residents not placed with similar and like-minded residents, causing tension and conflict.

The vast majority of respondents indicated that access to a repairs service that resolves issues and fixes their home is important to them, while 72% of respondents

feel that keeping their neighbourhood clean and tidy is important. 59% of respondents feel that improvements to their home are important and 56% feel that managing the behaviour of other tenants and residents is important to them. Following these, there is a second tier of services that are important to residents, including communal cleaning (36%), tenancy support (33%), having a clear complaints process (32%), and resident involvement and being able to have their say on housing services (24%).

## Communication and involvement

The vast majority usually use the telephone to look for or ask for information relating to their housing service, while 24% email to ask for information and 21% look on the website. While the majority of respondents in all age groups usually use the telephone to look for or ask for information relating to their housing service, older residents are more likely to use the phone than younger residents. In addition, respondents aged younger than 55 were significantly more likely to send an email or look on the website than those aged older than 55. Respondents aged 65 and older were also significantly less likely to search the internet than those aged younger than 65.

In addition, respondents were most likely to make a phone call to contact housing services to report a major problem, make a payment, tell them about a change in circumstance, get information or advice, or to report a neighbour problem. Younger respondents were typically more likely than older residents to contact housing services via a digital method for any of the reasons.

63% of respondents have access to the internet at home, while older residents and those who live in sheltered accommodation, a bungalow, detached house or a flat are less likely to have access to the internet at home.

Just less than half of respondents indicated that that they would like to get more involved and share their ideas and opinions about their housing service in the future. Respondents who were significantly more likely to have indicated that they would like to get involved were aged 35 – 44 years, respondents from Ethnic Minority or White Ethnic Minority backgrounds or those who live in a household with children or a household of 18 – 64 year olds without children.

Of those that would like to get more involved, 55% would like to participate in customer satisfaction surveys, while 36% would like to get involved through online engagement opportunities including surveys. 28% would like to join a residents group to help shape key decisions.

## Approach to a new housing service

While just over half (51%) agree with the council's preferred option, 27% neither agree nor disagree with it, and 14% disagree with it. Respondents who live in Poole were significantly less likely to agree with the council's preferred option than those who live in Bournemouth.

Respondents were asked to provide any concerns or comments they had about how the council's preferred option may affect them. Respondents were concerned because they believe that organisations become less efficient as they grow larger and that the service will be slower to respond due to having to deal with more households and queries. In addition, respondents felt that the service works fine as it is currently and that the council should retain two separate models. The majority of these comments were from Poole residents. Poole residents also felt that the Bournemouth area would be prioritised in any combined service.

Other respondents felt that the combined service would be good as it will be run as just one service and that they were pleased that it will be managed by the council, although it should retain local offices and hubs.

Respondents were concerned that the service would result in cost cutting, resulting in a poorer service and they had worries as to whether there would be sufficient staff employed within the housing service. There was also concern as to whether the combined service would result in increased costs for residents.

Residents felt that communication is key to any new combined service and that the advisory board should be representative of residents.

Respondents were also asked to suggest any alternative approaches or ideas that the council should consider. A number of respondents suggested that the housing service should remain as it currently is with two separate models, and again expressed concern as to whether it would result in higher costs for residents. The council should improve communication and keep residents informed with honest and transparent information. The council needs to listen to local residents more than they currently do and there should be greater resident involvement.

It is important that the housing service deals with repairs quickly and that there needs to be better management of external communal areas and green spaces. Repairs and maintenance needs to be brought in-house by the council.

Respondents suggested that residents need to be housed appropriately and that there is a need for more housing to meet current demand.

Housing officers need to be on site and present more than they currently appear to be and the housing service need to better deal with antisocial behaviour. There

needs to be greater support for vulnerable residents and everyone should be treated equally.

## Considering Equalities and Human Rights

Respondents were asked to write in any positive or negative impacts of this proposal that they believe that BCP Council should take into account in relation to equalities or human rights. Respondents commented that everyone has the right to be treated equally, while the council needs to specifically consider the impact of the proposed changes on those with a disability, mental health needs or older people, as well as other protected characteristics. The housing service also needs to consider the mix of residents in close proximity so as to avoid any potential conflicts and impact on others.

## Objectives of a new housing service

Respondents were asked for any comments they have about the draft objectives and if they think there is anything missing within them that should be included. A number of respondents commented that they thought that the objectives looked good, they covered everything and nothing more needed to be added to them. Other respondents commented that they hoped that the council had adequate resources to ensure that they were achievable and that they thought that the objectives were already being implemented, or if they weren't, they should be. Respondents were again concerned as to the level of service they would get should the two services be merged into one. Respondents also commented on each of the individual objectives, primarily emphasising the importance that they should be implemented.

## About you

In order to understand who took part in the consultation and ensure that views were gathered from a wide range of people, the survey asked respondents a number of demographic questions.

60% of respondents were aged 65 or older, while 30% were aged 45 – 64. Less than 10% of respondents were aged 44 or younger.

62% of respondents were female, while 1% of respondents did not have the same gender identity as the sex they were registered at birth.

3% of respondents were LGBTQ.

60% of respondents have a physical or mental health condition or illness lasting or is expected to last 12 months or more.

91% of respondents were White British, 5% were White Ethnic Minority and 3% were an Ethnic Minority.

64% of respondents were Christian, 27% have no religion and 4% have an other religion or faith.

8% of respondents have previously served in the Regular Armed Forces.

51% of respondents live in a household comprising only adults aged 65 or older, 27% live a household with only 18-64 year olds, while 12% live in a household with children.

92% of respondents were tenants and 7% were leaseholders.

41% of respondents live in a flat, 24% live in sheltered accommodation and 18% live in a semi-detached house.

## Ideas board analysis

An online ideas board was hosted on BCP's engagement platform which asked participants what they would like to see from a future housing service. Also, any ideas raised at the drop in roadshows were also posted on this ideas board. Users are able to like and comment on their favourite ideas. Comments have been included in the analysis.



149 ideas



105 total number of views



260 likes

The most prevalent themes in the comments were communication, staff and maintenance/repairs of facilities. See examples of comments below.

Theme	Number of comments
Communication	33
Staff	32
Maintenance/repairs of facilities	24
Residents have a say/ resident involvement	15
ASB	15
Accountability	12
More in person visits/ face to face	11
Build more houses	9
Positive comment	9
Environmental factors	8
Local office	7
Financing	6
Bins	5
Safety	1

**Base: 149**

### Staff (32 comments)

Nearly all the comments here called for more face to face, personal contact with residents and the option to have live in wardens.



### Examples:

“Sheltered housing officers to remain with increased visibility on site.”

“Local and accessible staff needed including the Sheltered housing officer and general needs housing officer.”

“There needs to be officers who are more readily available face to face to help support us and deal with issues.”

“Bring back live-in wardens.”

“More wardens who are accessible”

### Communication (33 comments)

Comments here varied but most comments highlighted the importance of better resident involvement and better communication between the tenants and the council.



Examples:

“Better communication between tenants and the council”

“Residents must stay involved throughout, transparency is key!”

“Phone line where you can speak to a customer service team important to keep.”

### Maintenance/repairs of facilities (24 comments)

Comments here mainly identified gaps in the service that need addressing



Examples:

“Make sure trees are trimmed”

“Install Wi-Fi into communal blocks”

“More handymen are needed.”

“Provide bicycle storage facilities at Senior Living Schemes”

“Contact us over repairs – wrong maintenance people turn up – sometimes very bad workmanship”

## Most liked ideas

Users were able to 'like' their favourite ideas. Please see below the most popular ideas.

Need the council to listen to tenants



Great customer service, face to face with trained and knowledgeable staff



Better services needed – cleaning, windows, heating



If repair contractor at the property, allow them to pick up other small repairs to save having to do a further visit



Phone line where you can speak to a customer service team important to keep



This must be an organisation that is Council led and never a housing association



Do not involve a housing association - Housing associations like sovereign housing are unaccountable nightmares. They cause more problems than they solve.



Make sure it's easy for tenants and leaseholders to contact the correct staff within the council



Ensure tenants aren't left for years living with antisocial behaviour.



Regular Housing Officer visits to tenants



I want to be able to access services locally. I don't want to travel to Bournemouth to speak to a person.



Build more 3 and 4 bedroom family homes, prioritise families with disabilities - seems very obvious but when there are nearly 300 families bidding on only 2 to 3 available properties a month, there is something terribly wrong. We need spacious homes. Families with disabled parents have no hope of buying due to being unable to work. Private sector rents aren't covered by housing benefit which means families are either massive out of pocket or forced to rent in tiny flats and be overcrowded. Make more homes! Prioritise disabled and the elderly who will never be able to buy



Stop repairing properties for residents who have purposely damaged them and make them pay so the money can go towards real repairs & upgrade



## Open survey analysis

Whilst this consultation was aimed at current tenant and leaseholders, we wanted to make sure we gave the opportunity to the wider public and those on the housing register to have a say if they wanted to. We hosted an online survey on our engagement hub which was open to anyone who had an interest to complete it.

Fourteen respondents chose to take part in the survey and the results can be seen in Appendix 3. 11 out of 14 respondents agree with the proposal 'to create a new housing service that is delivered within the council with an Advisory Board which provides oversight, expertise and informed advice.'

## Housing Management Disability consultation

To be added

# **BCP Homes Advisory Board**

## **Terms of Reference and Governance Arrangements**

### **1. The terms of reference of BCP Homes Advisory Board**

#### **1.1 Introduction:**

BCP Homes is the Council's housing management service, directly providing housing management services and overseeing the provision of all services to residents funded by the Housing Revenue Account [HRA]. An Advisory Board comprising elected members, residents, and independent specialists oversees the activity of BCP Homes on behalf of the Council.

#### **1.2 Role and Purpose of the Board**

The role and purpose of the Board is to

- Provide oversight to the operational delivery of the housing landlord service for BCP Council, ensuring that it delivers against the Council's strategic objectives for this area.
- Make recommendations regarding matters to be considered by BCP Cabinet and Council, including the BCP housing strategy, BCP housing landlord policies and regarding the setting of the annual HRA budget.
- Work in an advisory capacity to the Council on all matters related to services provided through the BCP HRA.
- Work in partnership with, and be accountable to, residents in fulfilling its role.
- Provide oversight and assurance to the Council on the key matters contained within the housing white paper and subsequent legislation and regulatory changes
- Act as the main operational Board for the Council in reviewing and ensuring that the Council is prepared for and meets all standards as defined by the Housing Regulator and Housing Ombudsman

#### **1.3 Services within the remit of Board oversight and scrutiny**

The range of services within the remit of the Board includes

- Housing management
- Leaseholder services
- Tenancy sustainment and support
- Community support
- General needs and specialist housing
- Resident involvement
- Day to repairs
- Planned maintenance
- Voids

- Customer services
- Service delivery arrangements
- Grounds maintenance
- Health and safety and compliance
- Lettings
- Income
- Complaints
- Aids and Adaptations
- All areas subject to Tenant Satisfaction Measures as defined by the Social Housing Regulator

#### 1.4 **Strategic input**

- Understand and apply the strategic objectives of BCP Council in the creation of and oversight of BCP Homes' operational strategy
- Recommend BCP Homes' strategy and operating plan and have oversight of the delivery
- Act as a key consultee in the development of the wider BCP Housing Strategy, and other relevant Council strategies and policies.
- Provide assurance to those Council officers holding accountability for building safety and consumer standards on delivery
- Provide assurance to the Council regarding the delivery of standards as defined by the Housing Regulator and the Housing Ombudsman

#### 1.5 **Performance management, oversight, and scrutiny**

- Develop housing operating models to ensure effective service delivery across areas funded via the Housing Revenue Account
- Oversee and scrutinise delivery of all services delivered directly by BCP Homes and commissioned by BCP Homes, and ensure that agreed service delivery standards for residents are achieved
- Set out an annual operational plan for the delivery of HRA standards that supports the HRA budget recommended to Council and manage delivery of this operational plan
- Review on a quarterly basis key performance and budgetary information
- Commission and specify services delivered to residents by other Council services funded by the HRA
- Scrutinise performance in the delivery of housing management and housing maintenance services, including safety and statutory compliance
- Develop and oversee the strategy and implementation of capital and revenue funds on investment, refurbishment, servicing and maintenance and repairs
- Scrutinise performance on relevant services delivered elsewhere in the Council funded through the HRA to residents
- Scrutinise performance contained within the tenant satisfaction measures and make recommendations for improvement

#### 1.6 **Housing Management**

- Deliver effective services as defined under the consumer standards in relation to housing management services.

- Lead and develop housing management teams in line with Council objectives and coordinating delivery across BCP Homes and other Council departments with regards to housing management

### **1.7 Asset Management**

- Ensure effective service is delivered as defined under the consumer standards in relation to housing maintenance services
- Develop the 30-year capital plan for investment ensuring that this meets the Councils' objectives and is contained within the Council's medium term financial plan
- Commissioning and specify property management and maintenance including safety and statutory compliance
- Ensure effective asset management is delivered in line with the 2021 Building Safety legislation and that the Accountable Officer and Building Safety Manager roles are delivered effectively

### **1.8 HRA planning delivery and oversight**

- Develop, recommend, deliver, and monitor the annual Housing Revenue Account Business Plan in line with current Council strategic objectives
- Recommend to Council the HRA medium term financial plan and Business Plan including revenue and capital budgets
- Recommend the allocation of resources within the budgetary framework agreed by the Council
- Seek to ensure value for money is achieved across all housing revenue account (HRA) services

### **1.9 Resident voice**

- Act as the formal link on behalf of the Council's Cabinet with its tenants and leaseholders ensuring all its landlord responsibilities including for involvement and engagement are fulfilled, and that regulatory expectations are met.
- Ensure that residents are fully engaged in the oversight of services and the design of improvements and have early sight of proposed strategy and policy developments to ensure the views of tenants inform proposals
- Oversee and deliver improvements within the tenant satisfaction measures
- Work with residents to deliver an effective resident scrutiny approach, hearing outcomes of reviews and ensure recommendations are implemented

### **1.10 External policy and regulation**

- Understand the external policy landscape and the implications for BCP Homes
- Ensure that expectations and outcomes of the Consumer Regulatory Standards are met

### **1.11 Safety health wellbeing**

- Ensure the safety, health and wellbeing of all residents receiving housing services are prioritised in their considerations and oversight of services

#### 1.12 **New build and growth**

- Act as a key consultee in the development of new Council housing
- Ensure that there are strong links with the development team to maximise efficiencies around maintenance programmes and delivery of effective homes for local people

#### 1.13 **Capital programme**

- Commission and specify major capital programmes, including the retro fitting programme to improve the energy efficiency of Council Housing properties

#### 1.14 **Risk monitoring**

- Review and track risks, controls and mitigations relating to resident facing services through the appropriate risk registers.

#### 1.15 **Equalities**

- Monitor and review the impact of service delivery with regards equalities, ensuring that this supports delivery of Council objectives

#### 1.16 **Other**

- Consider and make recommendations and /or act as a key consultee on any other significant matter affecting Council housing

## 2. **Advisory Board membership**

2.1 **Membership of the Board:** BCP Homes Advisory Board at all times acts on behalf of the Council in relation to its duties as listed in the terms of reference. It is important for the Board to be well equipped to carry out its responsibilities and therefore it needs a membership which reflects the need to be an efficient and accountable social landlord.

2.2 **Size of the Board:** There shall be a Board made up of 11 members, with 4 independents, 4 residents (two each from Poole and Bournemouth) and 3 elected members.

2.3 **Composition of the Board:** The Council will use its best endeavours to achieve diversity of membership among the Board. If possible, the resident representation should include both tenants and leaseholders. The four independents should bring specialist skills and knowledge relevant to the aims of BCP Homes.

2.4 **Board skills:** The Board will seek to include members with a broad range of skills. These may vary from time to time according to Council policies and strategies, the operating environment, regulatory requirements and Government policies and priorities, but are likely to include:

- Local authority knowledge and influence
- The ‘lived experience’
- An appropriate range of technical, professional and business skills
- An understanding of the sector
- Housing management expertise
- Customer service (including digital) experience
- Wider health/social care/community support experience
- Related local public service knowledge
- Experience of governance and/or serving on a board
- Professional/commercial skills in e.g., asset management, business, HR/Organisational development, IT, law, health and safety
- The necessary skills, energy, commitment to contribute to the success of BCP Homes

The Board will carry out an annual appraisal and assessment of the skills within the Board membership and compare these to the desirable list of skills and experience needed on the Board. They will also keep the skills needed for an effective Board under review. When there are Board vacancies, the identified skills gaps will be used to inform the recruitment and selection process.

2.5 **Member recruitment:**

- **Elected members:** Elected members will be put forward by the Council via the annual democratic process, but this is expected to include the housing portfolio holder
- **Residents:** The BCP Homes Advisory Board will have 4 residents drawn from across Bournemouth and Poole; 2 from Bournemouth and 2 from Poole.

Resident members will be selected based on their skills to be able to reflect resident views and to deliver the skills required of Advisory Board members. They will be expected to liaise with, but will not be drawn from, the BCP Homes Resident Committee, although members of the Committee may also choose to apply to be Advisory Board members.

The selection process will aim to reflect local characteristics and support a diversity of views on the Board. Recruitment will be via BCP wide advertising and selection will be based on the ability to deliver the range of skills described in the agreed job description and involve the BCP Homes Resident Committee. Applicants will be interviewed by a Panel made up of the Housing portfolio holder, a lead officer for BCP Homes and members of the BCP Homes Resident Committee.

Resident members will serve on the BCP Homes Advisory Board for the term as set out under length of service (section 2.9)

A resident member can resign at any time sending notice to the Chair of the Board. At the end of the 1<sup>st</sup> term, the Chair will discuss with the resident whether they wish to be appointed for a 2<sup>nd</sup> term, or whether the Chair wishes for them to be re-appointed.

- **Independents:** Independent members will be selected based on their skills to be able to reflect the skills set out in section 2.4.

The selection process will aim to reflect local characteristics and support a diversity of views on the Board. Recruitment will be via BCP wide advertising and selection will be based on the ability to deliver the range of skills described in the agreed job description and deliver an effective Board. Applicants will be interviewed by a Panel made up of the Portfolio holder, a current independent member, a lead officer, and a resident member of the Advisory Board.

Independent members will serve on the BCP Homes Advisory Board for the term as set out under length of service (section 2.9)

An independent member can resign at any time sending notice to the Chair of the Board. At the end of the 1<sup>st</sup> term, the Chair will discuss with the independent whether they wish to be appointed for a 2<sup>nd</sup> term, or whether the Chair wishes for them to be re-appointed.

2.6 **Member induction:** All new members will be expected to follow an appropriate induction programme.

2.7 **Member probation:** Members will be appointed for a probationary period of six months.

2.8 **Appointment of Chair / Co-chairs**

- One co-chair is expected to be the portfolio for Housing and the appointment to this Cabinet position will automatically include the co-chair position of BCP Homes Advisory Board
- The other co-chair position is expected to be selected from the Board. Board members will be asked if they wish to undertake the role and if more than one Board member puts themselves forward then Board members will vote for their preferred candidate. This co-chair position will be held for a term of 3 years or until the overall term of office on the Advisory Board ends, whichever is sooner.

2.9 **Length of service**

- In accordance with the NHF Code of Governance maximum tenure will normally be up to six consecutive years, comprising two three-year terms of office.
- A member who has left the Board may not be re-appointed for at least three years.
- Reappointment after each term will be subject to consideration of the member's appraised performance and skills, and to the wider needs of the Board at that time.

### 3. Meetings

### 3.1 Quorum

- The Quorum for Board meetings shall be no fewer than half the membership of the Board, always including at least one member of each of its constituent bodies.

### 3.2 Frequency

- The Board shall meet at least six times per annum.
- The meetings shall take place at pre-arranged dates. The timetable of Board meetings shall be circulated annually.
- Notice of at least seven days must be given in writing before any meeting of the Board except in the case of Emergency Board meetings which will only deal with emergency items.
- Papers for each Board meeting shall be circulated at least 5 clear working days in advance. No papers may be tabled at meetings unless they have the permission of the Chair and relate to urgent matters than cannot be held over until the next meeting.

### 3.3 Chairing

- The Advisory Board will have co-Chairs, who will share the chairing duties
- One of the co-Chairs will be the Portfolio Holder. The second will be selected from any of the constituent groups.
- Any member of the Panel may put themselves forward as co-Chair. In the event of more than one member doing so, a secret ballot will be held.
- The co-Chair shall be appointed for three years.
- If neither the Chair nor the Co-Chair is present at a meeting the Board shall elect a member present to Chair the meeting
- Chair's action may be taken by the Chair where it concerns any matter which for the sake of urgency or expediency cannot wait until the next meeting. Such action must be kept to a minimum and it must be reported to the next Board meeting for ratification.

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## Equality Impact Assessment: Report and EIA Action Plan

### Purpose

<b>Policy/Service under development/review:</b>	Housing Management Model Review
<b>Service Lead and Service Unit:</b>	Lorraine Mealings - Housing
<b>People involved in EIA process:</b>	Su Spence, Neil Armstead, Donna Stenner, Lynn Barker, Seamus Doran.
<b>Date EIA conversation started:</b>	March 2022

### Background

A project commenced last year to consider the proposal for the delivery of a housing management service for Council homes across the Bournemouth and Poole neighbourhoods.

It is necessary to align the two services and a Councillor Working Group, chaired by the Portfolio Holder for Housing, has been set up to oversee the project.

The Group has agreed a preferred model for the way in which the service will be delivered. This is to create a new single service within the council comprising the best of both organisations. On the 28 July 2021, Cabinet agreed that this would be its preferred model and that consultation could commence with residents on the proposed model and the future nature of services to be delivered.

This will also have an impact on the policies and procedures from legacy councils which will need to be aligned and changed.

The consultation with residents ran from August to November 2021 and provided an opportunity to involve council tenants and leaseholders in helping to design a new service and what its objectives might be. Surveys went to all residents and over 1,800 were returned, representing a 17.9% response rate.

Just over half of respondents (51%) agreed with the council's preferred model, 27% neither agreed or disagreed demonstrating support for the proposal. 14% of respondents did not agree with the proposed approach.

However, respondents raised several concerns about the agreed approach:

- A larger organisation could be less efficient and slower to respond to residents
- Local hubs should be retained
- Concerns about cost cutting resulting in a poorer service
- Communication needed to be key in the new approach and that the council needed to listen to residents and keep them informed.
- Housing officers needed to be on site more and there needed to be greater support for vulnerable tenants.

The next stage in the project is to seek formal approval from Cabinet on the approach to creating a new single service. This will include the creation of an Advisory Panel that will provide oversight, expertise and informed advice to the new service. This panel will include residents' representatives. A formal resident involvement structure will sit beneath this panel to help ensure that residents are heard and that they can help shape service delivery.

Respondents were asked to write in any positive or negative impacts of the proposal that they believe that BCP Council should take into account in relation to equalities or human rights. Respondents commented that everyone has the right to be treated equally, while the council needs to specifically consider the impact of the proposed changes on those with a disability, mental health needs or the elderly, as well as other protected characteristics. The housing service also needs to consider the mix of residents in close proximity so as to avoid any potential conflicts and impact on others.

There is also ongoing consultation with colleagues in both the council and Poole Housing Partnership.

This equality impact assessment will consider how the feedback from the consultation may influence the design how services are delivered within the new service. There will be ongoing engagement through the Joint Residents Group as well as through the existing resident involvement structures.

## Findings

*How does your decision affect those of:*

- **Different Ages** – older people may have difficulty accessing any information that is written in small font or that can only be accessed electronically. Younger people may want messages delivered through different media. Older people are less likely to be digitally aware and older people, especially older women, are more likely to internet non-users. When consulting and designing services it is important that this group is not disadvantaged. Older residents are less likely to have access to the internet and prefer contact by phone or face to face.
- **Current/Previous members of the Armed Forces** - none
- **Those with caring responsibilities** – There is the potential for services to be more accessible at different times. This was supported by comments through the survey particularly regarding repairs.
- **Those with physical disabilities** – formats may not be accessible to those with sight or hearing issues. Those with disabilities are more likely to internet non-users. Better on-line serviced delivery may be an advantage to those who are unable to visit offices.
- **Those with mental disabilities** – formats may not be understood by some and an easy read version may be required. Those with disabilities are more likely to internet non-users.

## Equality Impact Assessment: Report and EIA Action Plan

- **Different ages** - Older people are likely to have difficulty accessing any information that is written in small font or information that can only be accessed electronically. There are other considerations when preparing documents for visually impaired people ([www.macularsociety.org/professionals/preparing-documents](http://www.macularsociety.org/professionals/preparing-documents)) Consideration also has to be given to younger people who may want messages delivered in different formats e.g., Facebook, Twitter or Instagram. An increasing proportion of internet non-users are over the age of 65 years particularly women. Older people in general are less likely to have access to the internet.

- **Different sexes/genders** – Further consideration will need to be given when designing policies and procedures.
- **Those who identify as trans** – Further consideration will need to be given when designing policies and procedures.
- **Those who are pregnant/on maternity** – those members of staff who are on maternity leave may not receive notifications of consultation.
- **Those who are married/in a civil partnership** – Further consideration will need to be given when designing policies and procedures.
- **People from different ethnic groups** – people from different ethnic groups may not use English as their first language.
- **People with different religions or beliefs** – people with different religion or beliefs may not have English as their first language and may be harder to engage with.
- **People with different sexual orientations** – Further consideration will need to be given when designing policies and procedures.
- **People in different socio-economic groups** - those in lower socio-economic groups may be unable to afford IT equipment that allows them to access any virtual consultation. They are more likely to be non-internet users.
- **People's human rights** – Further consideration will need to be given when designing policies and procedures.

## Conclusion

### Summary of Equality Implications:

The decision regarding the delivery of housing management services in the future requires consultation, communication and engagement with key stakeholders.

The majority of the population in the BCP area are white British as are tenants and those on the housing register. However, there are still a number of tenants and those on the housing register with a different ethnic background and whose first language may not be English.

There are likely to be high levels of deprivation in areas where there are Council properties as well as a large number of tenants who are disabled or who are older. All of these are groups who are more likely to be non-users of the internet.

If communication and delivery of services with stakeholders is more likely to be on-line then a high proportion may be unable to participate and access future services.

There will continue to be on going engagement with residents through the ongoing Joint Residents Group and the existing resident engagement structures. Residents will sit on the Advisory Panel and be involved through formal engagement structures. Other forms of engagement will need to be through a variety of different channels as will the delivery of future services.

There will also be ongoing engagement with residents as other parts of the project start particularly the design of policies and procedures. Consideration will need to be given to the impact on residents within protected groups to ensure that they are not negatively impacted.

## 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
------------------	----------------------------------	-----------	---------------------

<p>A high proportion of residents are over the age of 60 and are more likely to be non-internet users</p>	<p>Information needs to be provided in formats that meets the needs of residents especially those who are non-internet users.</p> <p>Enable staff who have daily contact with residents to encourage engagement and check if there are any barriers.</p>	<p>Ongoing</p>	<p>All</p>
<p>A high proportion of residents are likely to suffer from a disability and are more likely to be non-internet users</p>	<p>Information needs to be provided in other formats that suits those who are non-internet users.</p> <p>Enable staff who have daily contact with residents to encourage</p>	<p>Ongoing</p>	<p>All</p>

	engagement and check if there are any barriers to engagement.		
A high proportion of residents are likely to be living in areas of deprivation and be non-internet users	<p>Information needs to be provided in other formats that suits those who are non-internet users</p> <p>Enable staff who have daily contact with residents to encourage engagement and check if there are any barriers. This could include community engagement workers.</p>	Ongoing	All
A small proportion of residents may not have English as their first language or have low literacy skills	Alternative language formats will be available upon request for residents whose first language is not English.	Ongoing	All

<p>A high proportion of residents who are disabled or older who may have difficulty reading any written communications unless provided in alternative formats</p>	<p>Large print version of documents will be available upon request.</p> <p>Use of plain English in any documentation or easy read documents</p> <p>Check content of communications with resident's representative groups.</p> <p>Use DOTs disability to comment on any documentation</p>	<p>Ongoing</p>	<p>All</p>
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## CABINET



Report subject	<b>Corporate Peer Challenge Feedback Report and Action Plan</b>
Meeting date	13 April 2022
Status	Public Report
Executive summary	<p>In November 2021 the Local Government Association (LGA) carried out a Corporate Peer Challenge of BCP Council.</p> <p>The peer team was made up of eight ‘critical friends’ which included two lead members and four senior officers from other Local Authorities and two LGA advisors.</p> <p>The Peer challenge focused on:</p> <ol style="list-style-type: none"> <li>1. Local priorities and outcomes</li> <li>2. Organisational and place leadership</li> <li>3. Governance and culture</li> <li>4. Financial planning and management</li> <li>5. Capacity for improvement</li> </ol> <p>and at the council’s request:</p> <ul style="list-style-type: none"> <li>• Transformation</li> <li>• Partnership working</li> <li>• Summer response</li> </ul> <p>Informal feedback was given at the end of the onsite visit which was followed up by a draft feedback report and final feedback report in January 2022.</p> <p>An action plan has been prepared in response to the feedback report and is presented, along with the final feedback report, for Cabinet approval.</p>
Recommendations	<p><b>It is RECOMMENDED that Cabinet</b></p> <p style="padding-left: 40px;"><b>a) Receives the Corporate Peer Challenge Feedback Report; and</b></p> <p style="padding-left: 40px;"><b>b) Approves the Corporate Peer Challenge Action Plan</b></p>
Reason for recommendations	<p>A peer challenge presents opportunities for councils to receive endorsements from other local authorities about how well services are being delivered but also to learn how things could be done differently to best meet the needs of the council and the wider community.</p>

Portfolio Holder(s):	Leader of the Council
Corporate Director	Chief Executive
Report Authors	Bridget Webber, Head of Policy and Research
Wards	Not applicable
Classification	For Recommendation

## Background

1. All councils who are members of the Local Government Association are expected to receive a Corporate Peer Challenge at least every five years and as a relatively new council, this was the first for BCP Council.
2. A peer challenge provides robust, strategic, and credible challenge and support to councils, by bringing together political and managerial leadership through the use of member and officer peers.
3. Peer challenge is a tried, tested, and trusted tool. It is not an inspection. It is a tool for improvement, providing opportunities for councils to learn from colleagues in other local authorities.
4. The 'peer team' act as 'critical friends', bringing knowledge and expertise from their respective organisations, gathering information from a range of sources, and then reflecting on and challenging performance in the areas the council has asked to be reviewed.
5. The peer team for BCP Council, comprised of two lead members, four senior officer peers and two LGA advisors. They were on site for four days in November 2021.
6. The team prepared by reviewing a range of documents and information provided to them in advance of the on-site visit, to help ensure they were familiar with the Council and the challenges it was facing. They then spent four days onsite where they:
  - Gathered information and views from more than 51 meetings, in addition to further research and reading
  - Spoke to more than 185 people including a range of council staff, members, and external stakeholders
7. They used these meetings to identify strengths and areas for improvement. At the end of the visit, the CPC Team gave some informal feedback, they followed this up with a draft feedback report and a final report with key recommendations.

8. The council were afforded the opportunity to comment on the draft feedback and although officer feedback was shared, there were no material changes to the final feedback report.
9. The next steps for the council were to:
  - publish the final feedback report. Appended to this paper.
  - prepare and publish an action plan. Appended to this paper.

### **The Feedback Report**

10. BCP invited the peer team to visit the Council to offer an impartial and informed reflection on its achievements as a relatively new organisation and to provide an objective assessment on the robustness of its plans to support ongoing improvement. Continuing changes to the Council's operating environment presented the perfect opportunity to take stock and receive peer challenge.
11. The peer review team recognised that the council has exciting long-term ambitions for its place agenda and has a resolute focus on its leadership role for the whole area that it serves. It also noted that the council had a clear understanding of the challenges as well as the opportunities in the BCP area.
12. The review found that the council has worked tirelessly to create the large-scale unitary authority that it has become, bringing together district, unitary, and county level services from four preceding councils, serving a population of circa 400,000 people.
13. It was noted that the council has achieved much since vesting day in April 2019 and that the transition to date has been a huge achievement for members and officers and should be celebrated.
14. The review recognises that the council is driving organisational change through the £45m transformation programme, acknowledging that this was against a backdrop of political change and while the council was responding to the many challenges presented by the Covid 19 and pandemic.
15. The peer team captured feedback from many partners who felt the council has performed well and has demonstrated strong leadership and organisational resilience through the pandemic. It particularly highlighted the Summer Response as an excellent example of this.
16. The dedication of staff, their commitment to delivering the best outcomes for residents and their widespread understanding of, and enthusiasm to achieve the ambition and vision for the BCP area was commended.
17. The review found the council had a solid financial base following LGR, from which to build, and noted the positive audit opinion.
18. The full feedback report, appendix 1 to this report, provides a more detailed overview of the achievements so far. It has been received by officers as being a fair assessment of the organisation.
19. Amongst the positive feedback are areas for improvement. The Peer Review Action plan at appendix 2, sets out the council's response to the key recommendations and some other observations of the Peer Review Team.

20. Officers gave feedback against some of the key recommendations in the draft report, but whilst acknowledged by the Peer Team, there were **no** changes to these in the final report.

### **The Corporate Peer Review Action Plan**

21. The action plan is largely structured around the key recommendations from the feedback report. These are set out below:
- Revisit the 'Big Plan' to ensure parity between the peoples and place agendas. This will help to rebalance the focus across the two areas ensuring capacity and resource are better aligned and that there is a clearer narrative on the benefits for people arising from the economic regeneration initiatives, including from skills and employment opportunities.
  - Engage members, officers, partners, and residents to give a wider understanding of the vision and priorities for the Council that is collectively owned and clearly understood.
  - Work through the alignment of strategic programmes and create appropriate and clear prioritisation for the delivery of them.
  - Following the agreement of priorities consider reviewing the current SMT structure to ensure senior capacity is available at the right level to drive the council's priorities.
  - Ensure increased emphasis is given to developing a culture change programme through which the Leadership of the organisation set the culture for the organisation. This must be a priority because without it there are risks to wider transformation objectives.
  - Provide a development programme for both members and officers to improve joint working and a better understanding of respective roles and responsibilities.
  - Develop a clear approach for staff engagement and consider whether the Council has the right Organisational Development and internal communications resources and expertise to do this well.
  - Maintain a sound financial platform underpinned by robust risk management and ensure that the Council takes the difficult decisions which will enable the delivery of the medium-term financial plan.
  - Realign the transformation programme from an IT process driven approach to one that is culture led.
  - Provide greater clarity on the purpose and remit of the Urban Regeneration Company.
  - Clarify the Council position and actions on climate change and make sure objectives are centrally embedded.
  - Embed equality and diversity into the culture of the organisation.
22. There will be a follow up visit by the LGA Peer Team, in late summer or early autumn, to review progress with the action plan.

### **Summary of financial implications**

23. There are no known additional financial implications. Any actions will be taken forward within existing resources.

### **Summary of legal implications**

24. There are no known legal implications because of the review. A Peer Review is not an inspection. Council's take part in them voluntarily and take forward learning as a matter of good practice.

### **Summary of human resources implications**

25. There are no known human resource implications. There is a recommendation for the council to develop a clear approach for staff engagement and consider if it has the right organisational development and communications to do this well. The response to this is set out in the action plan.

### **Summary of sustainability impact**

26. There are no known sustainability impacts because of the review. There is a recommendation for the council to clarify its position and actions on climate change and to make sure the objectives are centrally embedded.

### **Summary of public health implications**

27. There are no known public health implications.

### **Summary of equality implications**

28. The review did not identify any equality implications but it did identify that the council needed to embed equality and diversity into the culture of the organisation. The response to this is set out in the action plan.

### **Summary of risk assessment**

29. Organisational risks have been addressed in the council's response to the key recommendations, in the action plan.

### **Background papers**

[Corporate Peer Challenge Position Statement](#)

[LGA Council improvement and peer support](#)

### **Appendices**

- 1 Corporate Peer Review Feedback Report
- 2 Corporate Peer Review Action Plan

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# LGA Corporate Peer Challenge

Bournemouth, Christchurch and Poole Council

16 -19 November 2021

Feedback report





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# 1. Executive summary

Bournemouth, Christchurch and Poole Council (BCP Council) has exciting long-term ambitions for its place agenda and has a resolute focus on its leadership role for the whole area that it serves.<sup>1</sup> The Council has worked tirelessly to create the large-scale unitary authority that it has become; bringing together district, unitary, and county level services from four preceding councils which covers a population of 400,000.

The Council, having only been formally established on 01 April 2019, has achieved much in just two and half years. Against a backdrop of political change, it has driven organisational change by investing in a £45m transformation programme. This, whilst also responding to the many challenges presented by the Covid 19 pandemic, through which the council, according to many partners, has performed well and has demonstrated strong leadership and organisational resilience. Admittedly however, the pandemic has impacted on the pace of transformation.

BCP invited the peer team to visit the Council to offer an impartial and informed reflection on its achievements as a relatively new organisation and to provide an objective assessment on the robustness of its plans to support ongoing improvement. Continuing changes to the Council's operating environment presented the perfect opportunity to take stock and receive peer challenge. Findings of the peer team include:

- Recent political changes (resulting in a Conservative majority administration) appear to be bringing a sense of stability to the organisation which it is hoped will provide an opportunity for sustained focus on priorities.
- It is widely recognised that the Council has strong and ambitious leadership. Specific reference was made to the positive approach of the Leader, Deputy Leader and Chief Executive particularly in the regeneration space. The Council now needs to build on this approach to develop a wider leadership base and capacity, by drawing on other senior members and officers across portfolios, which will help to ensure greater parity between the people and place agendas

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<sup>1</sup> For this report the Place agenda refers to economic regeneration activity.

and will reduce the potential (over) reliance on the Leader and Chief Executive in the future.

- There are examples of governance working well at BCP including, Audit and Governance committee, Health and Adult Social Care Overview and Scrutiny Committee. However, there were questions about the impact and effectiveness of the Overview and Scrutiny Board in its current format. Similarly, political tensions continue to be played out in a way that is not always constructive and risks damaging the reputation of BCP.
- The Council has strong partnerships upon which to build, including those in some parts of the business community, police, and the voluntary and community sector. One example which demonstrated the impact of effective partnership working was 'The Summer Response'. This was a £3.5m tactical response led by the Council, to address the scale of issues experienced across the seafront, towns, parks, and open spaces during the summer of 2020 and provides a way of working that should be mirrored across the area.
- Despite progress in some areas, the Council needs to do more to leverage all partnerships to the benefit of residents across the BCP area. For instance, more could be done to develop relationships and partnerships with those from health, some additional economic partners, and the local universities. It was clear that there is an appetite from partners to do this and for them to be more involved in earlier discussions about joint priorities.
- The Council has a dedicated workforce that is committed to delivering the best outcomes for the residents of the area and there is widespread understanding of and dedication to achieve the ambition and vision for BCP. There is a real sense of excitement amongst staff about what BCP can become as they continue to forge positive relationships and cement in practice what it is to work together as one organisation.
- The Council's £45m transformation programme is comprehensive in its breadth. Staff are bought into the ambition of the programme and have a sense of what it is trying to achieve. However, concern was raised that staff

don't always feel fully engaged in the programme as it develops (despite lots of written communications) and that initiatives such as 'smarter structures' have impacted on the transformation brand. There is concern too from directors and front-line staff about the capacity to deliver on business as usual, as well as delivering transformation and savings and want clarity about priorities, with the recognition that everything can't be done at once.

- The workforce is also looking to the leadership of the Council to set and model the culture of the organisation.
- There is a solid financial base (following Local Government Reorganisation) from which the Council can build, and this position is supported by positive audit opinion. This sound financial platform is vital for ongoing investment in transformation and the delivery of services, but it must continue to be underpinned by the robust management of risk. In particular, the Council should continue to take specialist technical accounting advice and external audit advice in assessing any new financial investment closely and by following the guidance set out for local government sector around capital investment.<sup>2</sup>
- There is a sense from the peer team that the Council's 'Big Plan' does not give equal weight to the place and people's agendas. The place agenda is very ambitious and place partnerships are strong but the Council's narrative about investment in people is not as clearly defined. This was referenced in conversations regarding the Council's ambitious digital agenda which highlighted that there was not a standard approach or strategy for digital inclusion, leaving a risk that some residents who are not digitally enabled, could be left behind.
- The peer team felt that a collective understanding of the purpose of the Urban Regeneration Company needs to be developed, as views were mixed as to what it is for and, potentially competing priorities could undermine its effectiveness as a delivery vehicle for the Council's place ambitions.

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<sup>2</sup> The Prudential Code for Capital Finance in local Authorities. (2021)

- There was some evidence that there is corporate ownership of Children's Services improvement and of working across directorates to address challenges. However, it is important for the continued improvement journey as well as the need to deliver savings within the Medium-Term Financial Strategy (MTFS) that Children's Services improvement remains a corporate priority.

BCP Council has achieved lots in a short space of time, much of which has been against the difficult backdrop of the pandemic. There are many things for the Council, both members and officers, to be proud of. The Council has great staff who are committed to achieving the vision for the BCP area, but the peer team heard that staff are tired and need to be re-engaged positively about the next steps for transformation and the underpinning culture for the Council. It is clear there is still much to be done; significant savings need to be made, the pace of transformation needs to continue and there is a pressing need to ensure priorities are identified with capacity and resources aligned appropriately. It is also crucial that the Council remains steadfastly focussed on improving its children's services. Finally, there is also a need to ensure equality and diversity is embedded within the culture of the organisation and that there is clear approach to addressing climate change within Council policies.

The detailed feedback contained within this report, recognises the achievements made to date at BCP Council and focuses on activity which will underpin the continued improvement required, at pace, to ensure the Council can meet its local ambitions and priorities for the people of BCP.

## 2. Key recommendations

The following are the peer team's key recommendations to the council:

- 2.1 Revisit the 'Big Plan' to ensure parity between the peoples and place agendas. This will help to rebalance the focus across the two areas ensuring capacity and resource are better aligned and that there is a clearer narrative on the benefits for people arising from the economic regeneration initiatives, including from skills and employment opportunities.

- 2.2 Engage members, officers, partners, and residents to give a wider understanding of the vision and priorities for the Council that is collectively owned and clearly understood.
- 2.3 Work through the alignment of strategic programmes and create appropriate and clear prioritisation for the delivery of them.
- 2.4 Following the agreement of priorities consider reviewing the current SMT structure to ensure senior capacity is available at the right level to drive the council's priorities.
- 2.5 Ensure increased emphasis is given to developing a culture change programme through which the Leadership of the organisation set the culture for the organisation. This must be a priority because without it there are risks to wider transformation objectives.
- 2.6 Provide a development programme for both members and officers to improve joint working and a better understanding of respective roles and responsibilities.
- 2.7 Develop a clear approach for staff engagement and consider whether the Council has the right Organisational Development and internal communications resources and expertise to do this well.
- 2.8 Maintain a sound financial platform underpinned by robust risk management and ensure that the Council takes the difficult decisions which will enable the delivery of the medium-term financial plan.
- 2.9 Realign the transformation programme from an IT process driven approach to one that is culture led.
- 2.10 Provide greater clarity on the purpose and remit of the Urban Regeneration Company.
- 2.11 Clarify the Council position and actions on climate change and make sure objectives are centrally embedded.
- 2.12 Embed equality and diversity into the culture of the organisation.

## 3. Summary of the peer challenge approach

### 3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Zina Etheridge – Chief Executive, Haringey Council
- Cllr Izzy Secombe - Leader Warwickshire County Council (Conservative)
- Cllr Adam Paynter – Deputy Group Leader Cornwall Council (Independent)
- Duncan Whitfield - Strategic Director of Finance and Governance (Southwark Council)
- Carlton Brand - Programme Director (Somerset County Council)
- Matthew Essex – Corporate Director of Regeneration and Culture (London Borough of Redbridge Council)
- Claire Hogan – LGA Principal Adviser (North West)
- Kathryn Trant – LGA Adviser (South West)

### 3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?

## 5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the Council asked the team to look at:

**Transformation** – with a view to understanding the progress and implementation of the transformation programme.

**Partnership working** – with a view to providing feedback on the approach to, learning from and opportunities in partnership working.

**Summer response** – to explore the effectiveness of the Council's 'Summer response' (See section 4.2)

### 3.3. **The peer challenge process**

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information to ensure they were familiar with the Council and the challenges it is facing. The team then spent four days onsite with BCP Council:

- Gathered information and views from more than 51 meetings, in addition to further research and reading.
- Spoke to more than 185 people including a range of council staff together with members and external stakeholders.

The team collectively, in total spent over 216 hours to arrive at these findings, the equivalent of one person spending almost 6 weeks in BCP. This report provides a summary of the peer team's findings at a point in time. In presenting feedback, they have done so as fellow local government officers and members.

## 4. Feedback

## 4.1 Local priorities and outcomes

Bournemouth, Christchurch and Poole is a predominantly urban area, surrounded by the sea and areas of rich heritage and natural environment including, natural harbours, 14 miles of coastline with nine blue flag beaches and 23 green flag parks. It is home to several museums and theatres, has a wealth of heritage assets with many listed buildings and conservation areas, as well as numerous visitor attractions. The BCP area is successful in attracting more than 15 million visitors each year and understandably the Council is keen to capitalise on the attractiveness of the areas and is in the process of redefining and modernising its culture, leisure, and entertainment offer to enable more people of all backgrounds to actively participate in all aspects of culture.

There is a clear understanding by the Council of the challenges, as well as the opportunities, in the BCP area. The area has seen significant economic growth in recent years; it is the number one area in the UK for high growth digital business and is the UK's second fastest growing area for start-ups, 28 percent of which were digital-tech related. The BCP area is also part of the UK's largest regional cyber security cluster and has the second largest international education sector outside of London. The rate of unemployment at a local level was 4.6 percent for the year to June 2021, similar to the national rate of 4.5 percent. However, despite these opportunities the Council is acutely aware of the challenges it faces in relation to lower levels of productivity compared the national average. There are also challenges including congestion, poor transport infrastructure, housing affordability and poor connectivity which are risks to ambitions for growth.

The Council hopes to address these challenges through its 'Big Plan', which sets out the vision for, *'BCP city region to be world class – one of the best coastal places in the world in which to live, work, invest and play'*. This scale of this ambition can't be faulted; it is clear, exciting, and engaging and provides a link back to the ambition which drove the creation of BCP Council through Local Government Reorganisation, (to protect frontline services, to give the BCP area a stronger voice nationally and to better meet the needs of communities). Importantly, the ambition of the Council has strong support from local business communities, cultural partners, and the Local Enterprise Partnership (LEP).

Underpinning strategies either exist or are emerging that when fully developed will give BCP Council a clear basis on which to progress, including the development of a local Economic Development Strategy and a new Local Plan. The Council has also recognised that if it is to achieve its ambition at pace, investments and new ways of working are required. As such, the Council has allocated substantial resources to support the ambitions in the Big Plan through an investment of £50m into a ‘futures fund’.

The Council set up a Joint Venture with Morgan Sindall<sup>3</sup> called Bournemouth Development Company and has also established an Urban Regeneration Company (URC) called ‘Future Places’. This development was viewed by the peer team as a pragmatic approach which will provide much needed capacity with suitably skilled staff for rapid progress with their place ambitions.

However, there is a lack of clarity about the role that the URC plays, and further work is needed to define this. The Council needs to be clear whether the URC is a vehicle for development with added capacity or is also the body that takes on the place shaping/regeneration role more broadly for the Council. Whichever, there needs to be greater clarity and clear governance with defined roles and responsibilities.

Direct delivery ambitions, through the housing revenue account, the URC and wider partnerships will also give the Council scope to directly influence the development of the place and with 2,800 corporate assets this could form the cornerstone of an ambitious development programme over the next 10 years and potentially beyond.

Despite the vision, the Big Plan is not sufficiently balanced between the place and people agendas. The peer team did not get a sense of how the resident voice has informed its development or how they will directly benefit from the growth ambitions. There was little evidence of consultation with staff, residents, and partners in the drafting of the Big Plan which has resulted in the risk of a lack of ownership of the objectives. The team heard concerns about how the digital agenda was developing too. Whilst acknowledging the aim and potential benefits of becoming the ‘most

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<sup>3</sup> Morgan Sindall is a group consisting of eight complementary businesses working in affordable housing, investment and infrastructure and construction and the revival of inner-city areas that have been in decline

*digital and data driven local authority in the UK* there was concern about the lack of a standard approach or strategy for digital inclusion which could result in some people, who are not digitally enabled, being left behind. The Council would benefit from providing clarity to partners and residents through its developing engagement strategy how the needs of people will be met and how they will be able to access services. (The team also heard from some partners that Economic aspirations need to draw on a wider base.)

There is also a need to reflect that the ambition of the Big Plan cannot be delivered in isolation and needs to be cognisant of the strategic objectives of the Local Plan (and development targets) as well as planning policy. Further work is needed to ensure this alignment.

To address these challenges the Council should look to develop a clear narrative which articulates how residents will benefit from the opportunities of regeneration and be clearer on how the ambitions beyond development will be met. For instance, the Council should be more explicit about the potential benefits relating to skills and employment opportunities, arts and culture, liveability, sustainability, and economic activity which are all equally critical elements of any placemaking strategy. Linked to this point is the need to consider who, from a senior officer perspective, 'owns' the development of place. There is clear political leadership for this agenda from the Leader and CEX but no single officer point (below CEX) for regeneration, which is creating a significant gap at a strategic level within the organisation and places too much focus on the CEX to lead operational areas.

Currently, there is also a lack of clarity about sustainability and how this is reflected in the Council's policy development process. The Council has a target to become carbon neutral by 2030, and whilst there is a stated intention for sustainable development and to provide sustainable environments, there is little detail or evidence of direct activity linked to these aims in key documents or activity. The Council is encouraged to work closely with partners (public and private) to progress its sustainability approach as this agenda provides a great opportunity to co-design a shared response which can bring significant longer-term people and place benefits.

The policy and strategy landscape needs streamlining into a smaller and more coherent set of documents so that everyone, from members to residents is clear about what the Councils core priorities are and how they fit together. There are lots of individual strategies that need to be brought together with clear governance and accountability for delivery. For instance, the Council could consider combining the Big Plan with the corporate strategy. It is also encouraged to widen its approach to community engagement and co-design which would help bring together both the People and Place agendas and would also provide an opportunity to improve engagement with communities and partners which in turn would help to improve the variable experiences of customer service that the team heard about. (See 4.4)

The Council has well-established mechanisms for performance monitoring with performance reports presented to Cabinet on a quarterly basis and review of performance in certain areas taken to Overview and Scrutiny. The team heard that senior officers scrutinise performance at a corporate level and directorate level (weekly in some service areas such as Children's services) and that lead members receive more detailed performance updates on their service areas. The team also heard that following the recent SEND inspection (see below) changes are being made for more regular reporting. The Council should now consider presenting benchmarking information in these reports so that members have a better understanding of how services are performing in comparison to other statistical neighbours.

## **4.2 Organisational and place leadership**

The journey the Council embarked upon to become the 10th largest unitary can't be underestimated. The transition to date has been a huge achievement for members and officers and should be celebrated. However, the Council should now focus on developing a clearer narrative, with a strong evidence base about the benefits of unitarisation and highlighting the gains that are evident from operating as one organisation. For instance, the award of £170m transport grants that the Council wouldn't have received if it wasn't a larger unitary is a good example of the financial gain for the BCP area. Residents were clear of the current and potential benefits of BCP Council as one organisation. For instance, they understood that they would not have received the transport funding (as above) if they did not have one large Council. However, they expressed concern that they haven't yet seen the benefits of this

translate into practical impact on their lives and are keen to see investment of transport grants into creating an integrated sustainable transport strategy/system for the whole of the BCP area.

Developing this narrative would also help to create a clearer identity for BCP Council; one which embraces and builds upon the unique identity of the three localities whilst evidencing the opportunities of coming together as one Council. Staff would be supportive of this approach as there is strong sense that people want and are happy to refer to themselves as BCP Council.

There are significant challenges in Children's Services (as outlined in the Ofsted focused visit in 2020) that require strong senior leadership to ensure investment at the right level and sustained focus on improvement is maintained. (see below for detail on Children's services) Similarly, developments in the Integrated Care system are crucial for meeting the future health and care needs of the local population and given the importance for residents (and for the Council's financial position) it is important that there is strong leadership in these areas. While it is widely recognised that the Council has strong and ambitious leadership (specific reference was made to the positive approach and visibility of the Leader, Deputy Leader and Chief Executive in the place and economic regeneration space) the Council would benefit further if a similar level of engagement could be stretched across to the people agenda in the broadest sense, drawing on members and officers from across portfolios to ensure better outcomes on both the agendas and to achieve parity across the two. This will also help to reduce the (over) reliance on the Leader and CEX.

The 'Summer response' (and 'Together We Can')<sup>4</sup> are great examples of whole place leadership which gives BCP Council something to build upon as it looks to become the steward of a range of places with distinct identities. The Summer Response in particular was overwhelmingly positive. This was a £3.5m tactical joint response, led by the Council, to address and safely manage the influx of visitors to beaches, town centres, parks, and open spaces during the Summer of 2021. The response was member and officer led with partners and residents and businesses fully engaged at

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<sup>4</sup> The [Together We Can Community Resilience initiative](#) was established as part of the response to COVID-19 to improve contact with residents across of communities

each stage. This approach demonstrated how a data driven, digitally supported initiative can deliver great results. The summer response received positive feedback from those involved and provides an excellent case study of how BCP Council can work in the future.

On the people's agenda (despite the need to ensure a greater parity with place) there were examples of good practice. For instance, there was evidence that the joint commissioning board arrangements for adults is working well and there have also been some small improvements in Children's Services following the Ofsted focused visit in 2020 which found 'serious and widespread weaknesses'. Audits of cases have improved, thresholds for access to different levels of service are clearer which has resulted in less cases being held in 'Early Help' and more being appropriately referred to children's social care. Another improvement is that those children who need them have permanence plans in place, which had not been the case previously.

This Council has in place a 15-point improvement action plan and invested a further £7.5m to improve the service. Prior to the peer team arriving on site the Council had announced the appointment of new Director of Children's Services. This appointment will be crucial in ensuring the ongoing improvement in Children's services is maintained and to ensure the emerging evidence of corporate ownership of Children's Services is maintained. There is a need now to focus on the pace of and sustainability of transformation in Children's Services and to ensure that Children's Services feature more broadly in the Council's corporate strategies with evidence that the voice of children and young people is central to strategic planning more generally.

COVID-19 placed leaders of BCP Council into unimaginable pressures and relatively unforeseeable new challenges. The way the Council worked with local partners throughout the last 18 months in response to the pandemic, was recognised positively by many that the team spoke with. As in many places the challenging experience of COVID-19 brought further into focus the underlying health inequalities and socio-economic challenges experienced by over 50s, people with underlying health conditions and those from black and minority ethnic backgrounds.

Going forward one of the ways to ensure that the Council is best placed to address the inequalities that Covid brought into focus will be to have a more purposeful leadership role within the developing Integrated Care System (ICS). Given the scale of change presented by the shift to the ICS and the implications this can have for place leadership of health, the Council should move quickly to decide how it wishes to step into this structure and do this with a sense of urgency to ensure the realistic benefits of doing so ahead of April 2022 are met.

The commitment to Equality and Diversity (EDI) from the senior leadership (both political and officer) is clear and widely understood. There is ambition to create a community and an organisational culture *'in which everyone matters, feels safe and can participate in public life and achieve their potential feeling they are treated with respect and fairness'*.<sup>5</sup> There are some green shoots emerging with the creation of EDI network groups, all of which is creating a good base for the future.

However, despite clear intentions the culture to support EDI throughout the organisation is not yet sufficiently apparent. *'We are in the process of developing the culture but not there yet'* and *'the organisation doesn't have the maturity for the conversation about equalities yet'* are some of the things that the peer team heard. Network groups do not have a clear mechanism for their issues to be heard corporately and while there are some senior level EDI champions further work (including communications) is needed to embed EDI into the culture of BCP Council. Some immediate practical steps that the Council could consider are the inclusion of EDI questions at interviews as well as EDI mandatory training for participation on interview panels.

The Council also needs to be clearer on its priorities for tackling inequalities that residents face and ensure that these priorities are reflected in its corporate strategy. Developing this approach will help the Council to create their place leadership role within the developing integrated care system (as noted above). Should the Council wish to seek a detailed assessment of the progress made and steps which can accelerate this progress further, dedicated support and external challenge in this regard can be provided to the Council via the LGA

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<sup>5</sup> BCP position statement (October 2021)

Finally, in terms of organisational and place leadership, one very practical point that emerged from external partners, residents and staff is the need to quickly change internal and external signage for BCP Council. Lots of 'legacy council' street and council building signage still exists and there is concern this is causing confusion and undermining efforts to create a single identity for the council.

### **4.3 Culture and Governance**

Local Government reorganisation resulted in the safe and legal creation of the newly established BCP Council with its governance system and constitution implemented successfully and robustly. Since September 2021, the Conservative Group has held control of the council with a majority of seats. Prior to this no single political party had overall control and a Unity Alliance had held the administration from June 2019 until September 2020. These recent political changes appeared to be bringing a sense of stability to the organisation which it is hoped will provide an opportunity for sustained focus on priorities. Although corporate plan high level objectives have been the same since they were drafted in 2019, reviews of activity underpinning plans were undertaken following the change of administration in October 2020 and they are being reviewed again since the latest political change. The team heard that reviews had previously led to a lack of consistency and clarity.

There are several examples of good governance at BCP Council. Licensing Committee and Audit and Governance Committee work well, with good quality papers and analysis supporting committees where elected members engage well with critical but constructive challenge. There are strong Committee Chairs who are supported by proactive professional teams. The Chair of the Audit and Governance Committee for instance, is an experienced Councillor who clearly understands the importance of a non-partisan role. There were also examples of 'deep dives' into specific themes and scrutiny of internal audit activity.

The governance of the transformation programme is clear. Members are kept up to date on progress and can challenge progress in relation to pace and delivery. This will be invaluable in helping to address some of the challenges raised in this report around priorities for the programme. Health scrutiny too is working well and there are developing links with Dorset Council to join up across the ICS footprint. Partners

engage well, and the committee's work on the pressures faced across the system, particularly in adult social care regarding hospital discharge and enabling people to remain at home is a strength. The peer team felt that report writing, and the quality of the information presented to members is generally good. However, they heard that there needs to be wider adherence to early inclusion of statutory officer input and opinion, which is sometimes lacking in some areas of the council.

However, there are areas where further improvement should be made. Overview and Scrutiny for instance is not consistently adding value and needs to be reset to deliver on its purpose of ensuring that the Council is open, transparent, accountable and delivers improved policy and services. There is also a need to develop a unified understanding of appropriate member and officer roles and responsibilities. Whilst good productive individual relationships exist between portfolio holders and directors there isn't yet sufficient strength in the relationship between cabinet and CMB collectively to deliver the ambitious agenda and this is an area for further development.

Political tensions are also still apparent within the Council and can sometimes play out in a way that is not constructive. This risks distracting the Council from its ability to unify and move forward in the best interests of the residents and Councillors themselves. There is a risk too of reputational damage to the Council if standards set out in the Code of Conduct are not adhered to. If BCP Council wants to become a 'world class' organisation, then all parties (led by group leaders) should set and demonstrate the behaviours and culture for the organisation based on the Nolan Principles of Public Life and reinforced by Standards committee.

The Council's constitution approved at its inception, was evolved from the legacy councils with different sections amended and adapted accordingly. (The latest revised version was presented to Council in November 2021). However, now BCP Council is better established it may wish to consider rewriting the constitution to ensure it is clear, concise and is fitting for the new single Council and provides an adequate framework to support the delivery of an ambitious agenda.

#### 4.4 Financial planning and management

Following the local government reorganisation process the Council, as a newly constituted organisation, had a solid financial base (supported by positive audit statement) upon which to build. Financial pressures are known and clearly identified and reported within Cabinet reports. Where necessary, plans are in place for budget recovery, for instance in relation to structural budget shortfalls in both Dedicated Schools Grant, High needs, and children's services as set out within public reports. The Council has also responded positively to Covid supported by robust financial management arrangements.

The Council has a relatively straightforward and uncomplicated set of accounts with normal local authority complexities around valuation and accounting, treatment of property and other assets. There is a reliable, professional, and experienced finance team who liaise well with other statutory officers regularly and there is a robust reporting framework of financial management, involving both senior officers and members.

Whilst capacity within finance teams is currently at an appropriate level, this position will need to be kept under close review as new council ambitions are rolled out. In addition, the development and implementation of the new corporate Enterprise Resource Planning (ERP) system will demand significant resource commitments from the finance function within the council and capacity requirements will need to be monitored. The implementation of the transformation programme and the tracking of benefits and investments will also need special attention as elements are rolled out across the Council over the coming months and years.

The Council has a reasonable level of unearmarked reserves (c £19m). However, consideration should be given to increasing those reserves to a level that is beyond the current MTFP target. This is required to offset and mitigate strategic and operational risks across a range of programmes including, but not limited to, transformation, regeneration activities, children's services improvement and DSG high needs deficits. This review should seek to bring BCP's unearmarked reserves in line with other unitary councils of a similar size and complexity and should seek to be

proportionate to the extent of financial budgets and specific risks including capital investments, service development plans and priority outcomes.

An area where the Council may wish to review its current approach is in relation to borrowing to provide finance emerging capital projects as there appears to be headroom for further borrowing if required; being mindful of debt financing costs and prudential borrowing guidance. A useful comparison could be made by assessing the level of BCP borrowing from the Public Works Loans Board (PWLB) against that of unitary authorities with similar profiles.

The MTFP sets aside investment in the transformation programme of (£45m) with estimated annual savings (£43.9m). While the programme identifies some contingency to offset any delay in the roll out of these savings it is important that the Council continually assess the risks created by the overarching and ambitious programme of regeneration and transformation and potential impacts on resources necessary to support statutory and priority services.

It may be prudent for the Council at this juncture in the transformation programme to reassess the scale and profiling of both projected savings and investment across departments to ensure both are realistic and achievable. This should include for example the profiling of any new costs such as technology overheads, training, and change management capacity.

While work continues to achieve an agreed balanced budget position for 2022/23 by February, the MTFP for future years contains many assumptions and uncertainties has some areas that need particular focus. Recovery work on Children's Services finance for instance, will need to continue with support from across the council to ensure improvements needed within the service continue whilst also creating a sustainable budget. The DSG High Need Deficit (est. £18.6m by April 2022) also continues to require oversight as the deficit is close to creating a negative reserves position. And a final area that the peer team felt requires immediate focus relates to the assumptions of cost neutrality on the pay and grading review and the potential impact on the MTFP as there is concern that this assumption may be too optimistic.

The Council should continue to take specialist technical accounting and external audit advice in assessing new financial vehicles or instruments, especially in context of prudential code and recent guidance on capital strategy. Further independent review and analysis of projects may also benefit from wider commercial, valuation and legal expertise.

Finally, on finance, the Council should review the framework for budget accountability across all services both at officer and cabinet member level, providing both appropriate training and development programmes as it does so. This could include reviewing the role of scrutiny in the budgeting process and reviewing opportunities for Cabinet Members to be more accountable for service and project budgets in their portfolios over the MTFP period.

#### **4.5 Capacity for improvement**

The Council has demonstrated its capacity to improve in recent years including the transition to become a single unitary, management of the response to the Covid-19 pandemic, some small recent improvements in Children's Services as well as the development of the single far reaching transformation programme.

During the response to COVID-19, a spotlight was firmly shone on how the Council can adapt quickly to new working practices and challenges and it developed impactful multi-agency work across the public and voluntary sectors to support those in need, including to bringing those rough sleeping inside. The Council's responsiveness and agility should be applauded with Members, Officers, partners, and communities working effectively and efficiently together.

As noted, (above) the Council has a very ambitious agenda and the vision to become 'world class' is well understood across the organisation. Staff are bought into the need for improvement and are passionate about making BCP Council a success. However, as well as being clear about priorities (see below), the Council now also needs to look at whether capacity is in the right places across the organisation and if a lack of capacity is impacting on service delivery. Examples were cited of residents struggling to access services in a timely manner and in some cases were struggling to get in touch with the Council. The Council should consider reviewing from a resident perspective the journey/experience of people accessing services, looking

closely at the impact (and potential impact) the move to digital may have on resident groups.

People across the organisation are understandably tired, following the local government reorganisation and to effectively responding to the pandemic. There is a sense that the organisation is running to catch up on transformation at a pace that is potentially unsustainable. The Council would benefit from a strategic reflection to resolve issues and make decisions on what can and cannot be done with the capacity it has. Ultimately, the Council should ensure there is sufficient capacity within the organisation to deliver on its aims. Consideration should be given to the reality of where the organisation is on its transformation journey and the distance to go to achieve its ambition.

Similarly, The Big Plan, despite its ambition, will not suddenly change the approach to how the Council delivers on its objectives and adapts to new ways of working without wider training and engagement to develop the staff and members or without the development of a clear programme, driven by the leadership of organisation, which sets out the culture for BCP Council that they are trying to achieve. The peer team felt that time and energy should be invested into developing this culture, because without it, there a risk to achieving the wider ambitions of the transformation programme.

The timescales for the transformation programme are far-reaching and the amount of change which this and other priorities are creating across the organisation may be overly ambitious (see below). The Council should consider reviewing if the right strategic management team structure to ensure officers at the right level with the right skills are part of the senior team. As noted above there is no Director of Place, or equivalent which leaves a significant strategic coordination capacity gap. This review would support the delivery of a wider leadership base than currently exists and will provide an opportunity to reset the corporate ownership of the transformation programme and the delivery of the vision in the Big Plan. This reset is important too as there have been several changes at CMB since the inception of the transformation programme and a renewed focus will ensure all new senior officers fully understand and are bought into its aims.

## 4.5 Transformation programme

BCP Council has a very ambitious £45m single transformation programme which seeks to drive improvement, create capacity, identify savings, and streamline service delivery. There is passionate leadership for the programme from the Leader, Cabinet, and CEX and there is clarity about how the programme is to be implemented, with clear phasing and detail about organisation design. There is dedicated programme management capacity and clear governance through which reporting on milestones, benefits (both financial and not financial) and risk are monitored.

Savings targets of £43.9m, annually identified through the programme were felt by the team to be realistic and are comparable with savings delivered through similar LGR transformation programmes within the local government sector. It is positive too that the savings realised to date have helped to bring forward savings to support the Medium-Term Financial Plan.

However, the peer team were concerned that the time scale of 2 to 3 years for the delivery of programme is too optimistic and felt that a more realistic timescale would be closer to 5 years to deliver the full culture change aspects of the programme. This would inevitably impact on savings targets identified which would need to be re-profiled if the length of the programme is extended. It was also felt that despite lots of internal communications there remains a lack of sufficient engagement with people at service level. Staff understand the rationale and feel excited about the ambitions of the programme but are less clear about the journey to get there. The team heard from staff that there is a need to move on with the delivery of the programme and to make decisions on some key elements. Staff want to understand what the programme means for them and there was a strong message about the need to take decisions on pay and harmonisation.

The implementation of 'Smarter Structures' (the roll out of departmental structures aligned to centres of excellence based on cross-organisation activity analysis) had caused some confusion about the direction of the programme and there is a lack of clarity on who is leading different elements. There was also concern that the programme feels too focused on IT which risks missing the opportunity that the transformation programme presents to set the culture for the organisation. (It was also

felt that the narrative needs to be less dominated by jargon). Culture change will be the critical path to success, which IT needs to be a part of, and the workforce are looking to its senior leadership to set and role model this culture and to provide clarity about priorities, with the recognition that everything can't be done at once.

#### **4.6 Partnerships**

BCP Council has the benefit of operating across a uniform geography for health, economy, and police, which provides a relatively simple backdrop for developing successful partnerships. It has some well established and emerging partnership relationships with the Police, the Business Improvement District, and some wider business partners, who are happy with the approach and engagement of the Council and particularly like that there is clarity about who they need to contact at the Council to address specific issues. For instance, the BIDs could identify individual officers with whom they worked in areas such as Regeneration and had been provided with contact sheets for environmental services which ensured that they got a rapid/responsive service to any concerns they raised.

There was also positive feedback from voluntary sector and partners (including Community Action Network) about the benefits of working with the 'new' unitary council and the fact that they find it much easier working with just one organisation as opposed to across three. One VCS partner described the relationship with the council as being the best they have ever experienced. These positive relationships provide an opportunity for the Council to work with the voluntary sector to improve community engagement which as noted, is an area that the Council could do more. This engagement and strong partnership working should look to build on the positive working practice that developed during the response to Covid and the Summer response.

Despite some positive relationships there is scope for the Council to do much more to leverage all their partnerships for the benefit of residents and in particular with health partners and bodies such as the local universities and major employers. There is a sense that the emerging Integrated care system provides an opportunity for the Council to play a more strategic leadership role to ensure the BCP Council voice is driving change. (as noted in 4.2) The Council should also consider involving partners

earlier in discussions around policy development and priority setting, being clear on the joint outcomes they want to achieve. For instance, the Council should consider involving the local College and Universities in conversations about current and future employment opportunities that will emerge as a result of planned regeneration, thus aligning employment supply and demand side strategy. This could also involve working with these anchor institutions on higher so called 'value added' roles which will be crucial if they want to continue to diversify from tourism and retain young talent in the area.

Improving and developing stronger partnerships will be crucial for driving improvements in response to the recent Special educational needs and/or disabilities (SEND) inspection in June 2021 and recommendations that were made to address issues such as '*poor co-production practice at operational and strategic level*' and '*poor joint commissioning arrangements that limit leader's ability to meet local area needs and improve outcomes*'.

## 5. Next Steps

It is recognised that senior political and managerial leadership will want to consider, discuss, and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in meeting. This will be a short, facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Paul Clarke, LGA Principal Adviser (South West) is the main contact between your authority and the Local Government Association. Paul is available to discuss any further support the council requires and can be contacted via [paul.clarke@local.gov.uk](mailto:paul.clarke@local.gov.uk)

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Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
	4.1 Local Priorities and outcomes:			Council Lead
2.1	Revisit the 'Big Plan' to ensure parity between the peoples and place agendas. This will help to rebalance the focus across the two areas ensuring capacity and resource are better aligned and that there is a clearer narrative on the benefits for people arising from the economic regeneration initiatives, including from skills and employment opportunities.	<p>Reviewed delivery plan actions to ensure they support the aims of the Big Plan and the council priorities adopted in Nov 2019.</p> <p>The updated Corporate Strategy, and delivery plans were approved by Cabinet Feb 2022 and better reflect the preferred balance.</p>	Develop a single equivalent new Big Plan/Corporate strategy following the next local elections in May 2023.	Policy & Research
2.2	<p>Engage members, officers, partners, and residents to give a wider understanding of the vision and priorities for the Council that is collectively owned and clearly understood.</p> <p><i>The Council would benefit from <b>providing clarity to partners and residents through its developing engagement strategy</b> how the needs of people will be met and how they will be able to access services.</i></p> <p><i>The Council is encouraged to work closely with partners (public and private) to progress its sustainability approach as this agenda provides a great opportunity to co-design a shared response which can bring significant longer-term people and place benefits</i></p>	<p>In March 2021, the Council adopted a Communications Strategy and Plan that aligns available resources and capacity with the organisation's priorities. Every campaign is shown with a direct link to the priorities set out within the Corporate Strategy or the Big Plan.</p> <p>The internal communications delivery and improvement plan was approved in July 2021 but requires further development and implementation. The new Director of Marketing and Communications will be prioritising internal communications and alongside the Head of HR &amp; OD will be reviewing the contribution this can make to the culture of the Council.</p> <p>Public consultation and engagement informed the development of the Council's corporate strategy in September 2019.</p> <p>The council continues to run a full consultation and engagement programme across all service areas and for key corporate priorities.</p> <p>Economic Development facilitated "meet the Leaders" sessions for business leaders in priority sectors to speak to Council Leader and Deputy Leader about key issues and future direction, vision, and priorities. These informed the creation of the Economic Development Strategy, published Nov 21, which was also consulted on with businesses and key stakeholders (universities, college, LEP, Chambers of Commerce and other trade groups). Associated action plan now in place.</p> <p>A Community Engagement Strategy was approved July 2021 and year one actions in the delivery plan are underway.</p> <p>Additional resources have been allocated to support community engagement strategy delivery and staff recruitment underway. A Communities &amp; Partnership workstream has been established as part of the Transformation Programme which seeks to develop a council-wide function that supports the growth of partnerships, co-production, and collaboration with the Voluntary and Community Sector.</p>	<p>Delivery of the BAU activity and campaigns set out in the communications strategy and plan will continue, with realignment work in 2023 following local elections, and a new strategy and plan due early 2024,</p> <p>A consultation and engagement programme involving members, officers, partners, and residents, will be in place as part of the process of developing a new combined Big Plan and Corporate Strategy, following the next local elections in May 2023.</p> <p>Alongside this, the council will continue to run a full programme of consultation and engagement for a range of council priorities Annual Review of Community Engagement Strategy Delivery Plan in July 2022.</p> <p>Community engagement toolkits and training to be delivered across key roles in 2022.</p> <p>Development of intranet pages to support service areas in community engagement including resources and tool kits.</p> <p>Communities &amp; Partnerships workstream proposals will be presented at Transformation Steering Group in March 2022 for approval to process to the 'construct' phase.</p>	<p>Communications</p> <p>Policy &amp; Research</p> <p>Communities</p>

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
2.3	<p>Work through the alignment of strategic programmes and create appropriate and clear prioritisation for the delivery of them.</p> <p><i>The policy and strategy landscape needs streamlining into a smaller and more coherent set of documents so that everyone, from members to residents is clear about what the Councils core priorities are and how they fit together</i></p>	<p>The process of identifying legacy council policy documents and rationalising them into a single set of policy documents for BCP Council began during strategy weeks in 2019. Some of these were set out in the constitution and/or in the statutory instruments that informed the LGR process.</p> <p>Policy officers have been working with Service Directors to rationalise the policy list which makes up the council's policy framework.</p> <p>Policy harmonisation has been an ongoing priority activity for the council since April 2019, when more than 300 policy documents were identified from across the legacy councils.</p> <p>Progress has been regularly monitored and reviewed by the Directors Strategy Group.</p> <p>The single policy register identifies <b>196</b> policy documents</p>	<p>The council will continue to complete the harmonisation of all policy documents and ensure all can be mapped to council priorities.</p>	Chief Executive
2.4	<p>Following the agreement of priorities consider reviewing the current SMT structure to ensure senior capacity is available at the right level to drive the council's priorities.</p>	<p>The management structures have been reviewed resulting in a refreshed Senior Mangers Network (top 200 managers), a refreshed Directors Strategy Group and Corporate Management Board. Work will be completed to identify the Council's formal "Chief Officers" and service directors, with post tiles to be standardised and recruitment and performance management processes to be formalised and standardised.</p> <p>The objectives within the Corporate Strategy and Delivery Plan have been matched to individual service directors and corporate directors and will form an integral component of their annual performance management objectives.</p>	<p>Continued evolution of the senior management structures to respond to the changing needs and resources of the Council and our relationships with key partners.</p> <p>Rigorous application of the performance management framework so that accountability for delivering the key objectives is maintained, alongside accountability for delivering the budget and KPI's.</p>	Chief Executive
2.10	<p>Provide greater clarity on the purpose and remit of the Urban Regeneration Company (URC).</p>	<p>Several internal events were held in December and January to explain the purpose, scope and role of URC services, the commissioning team function, governance processes and future ways of working. These included:</p> <ul style="list-style-type: none"> <li>- Senior Managers Network regeneration update in January</li> <li>- One to one meetings throughout December and January with Directors and Heads of Services</li> </ul> <p>Key Council Directors were invited to attend URC board membership in an advisory capacity in January, to improve communications and aid delivery.</p> <p>The URC were invited to attend a 'Big Plan' project board in January to improve internal communications, inform policy and facilitate delivery.</p> <p>The Audit and Governance Committee reviewed the governance arrangements for BCP FuturePlaces in March 2022 and this provided members with an overview of process and governance in relation of the URC</p>	<p>Revised URC Business plan and report to be presented to Cabinet in 2022 detailing its strategic objectives, updated scope of services and regeneration sites and revised funding mechanism.</p> <p>Further Senior Managers Network bite size briefing planned for early 2023 to reinforce message and provide an update on URC activity.</p>	Sarah Longthorpe
2.11	<p>Clarify the Council's position and actions on climate change and make sure objectives are centrally embedded.</p>	<p>A new Head of Climate Action was recruited in November 2021 and since then the team have been redesigning and maturing the Climate Service, developing a new climate change policy and strategy, and have begun refreshing and rationalising the action plan so that it can become comprehensive and integrated centrally and in service plans.</p>	<p>To ensure actions are centrally embedded we will continue to embed the team in a central position in the organisation, to ensure other activity can be seen and influenced by the team, by end of June 2022.</p>	Jess Gibbons Operations/Matt Montgomery

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
79		<p>This includes:</p> <ul style="list-style-type: none"> <li>- ensuring that a local climate change risk assessment has been completed to inform corporate, service, and regional risks registers and adaptation plans</li> <li>- working to centralise activity and integrate delivery with the Transformation, Future Places and Economic Development team</li> <li>- utilising the new structures and Centres of Excellence for capability and capacity</li> <li>- forming strategic partnerships with external organisations to support and facilitate collaborative regional action towards the climate objectives.</li> </ul>	<p>Support other key activities such as Future Places, Transformation and Economic Development to ensure that actions are consistent and that where trade-offs need to be made, that there are other mitigations made that can balance the strategic programmes outcomes, effects, and timelines, by the end of June 2022.</p> <p>Develop a sustainability strategy with targets, which will incorporate climate and ecological objectives with wider strategy priorities by December 2023.</p> <p>Ensure the Big Plan, the Local Plan and Asset Management Plans are underpinned by sustainability and compatible with the climate and ecological emergency declarations. Publish our climate change strategy, revised portfolio, policy, and execution plan by end of March 2023</p> <p>Develop a local climate change risk assessment and adaption plan by December 2022.</p> <p>Integrate requirements into key relevant policies, strategies and service plans and communicate risks with stakeholders and the public by end of March 2024.</p> <p>Develop a strategic energy partnership by end of June 2023, to help achieve 2030 and 2050 carbon reduction targets.</p> <p>Define the ecological emergency and set targets by 2022</p> <p>Develop a renewable energy and energy efficiency capital works programme for council buildings and estates by end of December 2022</p> <p>Develop a finance options package for residents and businesses to decarbonise homes and buildings by end of March 2023.</p> <p>Ensure we realise opportunities to catalyse low carbon development through the Local Plan and Big Plan by Dec 2023.</p>	
	4.2 Organisational and place leadership:			Council Lead
Report observation	<p><i>The Council should now focus on developing a clearer narrative, with a strong evidence base about the benefits of unitarisation and highlighting the gains that are evident from operating as one organisation.</i></p>	<p>A single council website is nearing completion, providing the first step in a consistent user journey in terms of access to information about council services, an important prerequisite to the Transformation programme's inputs and outcomes.</p> <p>Work to create The Big Plan, the Corporate Strategy and single inward investment website has progressed.</p>	<p>Prepare a LGR stocktake paper for presentation to Cabinet. Associated supporting communications to highlight the benefits.</p>	<p>ALL Policy &amp; Research Communications</p>

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
Report observation	<p><i>Going forward one of the ways to ensure that the Council is best placed to address the inequalities that Covid brought into focus will be <b>to have a more purposeful leadership role within the developing Integrated Care System (ICS).</b></i></p>	<p>Health and Wellbeing Board development session on 9 March 2022, will look at strong Joint Strategic Needs Assessment approach to identify priorities for BCP Council including inequalities – March 9<sup>th</sup> 2022</p>	<p>Internal workshop to scope asks and offers from BCP Council as part of engagement with new leadership of ICS and ICB being held in March 2022, followed by further development of partnership options leading up to the ICS formal launch in July 2022.</p>	CMB
86  2.12	<p>Embed equality and diversity into the culture of the organisation.</p>	<p>The council's commitments to equality &amp; diversity are set out in the corporate strategy approved in November 2019 and more recently through the Equalities Footprint, approved by Cabinet in July 2021.</p> <p>The council has had an Equality &amp; Diversity Governance framework in place since April 2019, headed up by a Strategic Equality Leadership Group and underpinned by Community Equality Champions, Service Unit Equality Champions and Staff Network Groups.</p> <p>An independent Equality Action Commission, with a particular focus on ethnic minority groups, was added to the governance framework in 2020.</p> <p>The Community Equalities Champion Network meets quarterly to share information, raise issues or concerns and support diverse communities across the BCP area.</p> <p>A Communities and Partnership workstream makes up part of the Transformation Programme. This is seeking to develop a council-wide function which supports the growth of community engagement and partnerships working with our communities. It is proposed the function will also develop a 'knowledge management' service to enable better engagement with diverse communities in the way that works best for them.</p> <p>There is a well-established group of Service Unit Equality Champions with representation from all service units, who help ensure their services discharge their public sector equality duty throughout all decision-making processes. They have been instrumental in the success of the internal Equality Impact Assessment (EIA) Panel.</p> <p>The EIA panel process was introduced in June 2021, raising awareness of the need to consider the council's public equality duty throughout decision making processes and in improving the quality of EIAs.</p> <p>An Equality and Diversity Communications Plan has been adopted by the Council and is integral to the Communications Strategy and Plan. This focuses on supporting the organisation as a whole to exceed best practice communication standards, improving the directorate's own offer to support E&amp;D, and promoting community cohesion by amplifying the E&amp;D content of others.</p>	<p>Review the Equality &amp; Diversity Policy, Governance Framework and terms of reference for each group that underpins, ensuring they have easy access to the Strategic Equality Leadership Group.</p> <p>Continue to promote and encourage participation in Staff Network Groups.</p> <p>Identify CMB champions for each of the Staff Network Groups.</p> <p>Develop a corporate response to the Staff Survey results, with a particular focus on understanding and improving levels of satisfaction for staff who present with a disability.</p> <p>Disability Awareness training to be made available for Senior Managers Network and all member of groups in the Equality &amp; Diversity Governance Framework.</p> <p>Embed independent observers into recruitment practices to increase the diversity of the workforce.</p> <p>Standardised equality &amp; diversity questions to be mandatory for every interview.</p> <p>Communities &amp; Partnership workstream proposals will be presented at Transformation Steering Group in March 2022 for approval to process to the 'construct' phase.</p> <p>Continue to deliver the commitments of the Equalities Footprint.</p> <p>Capacity needs to be created to properly implement the actions with the E&amp;D Communications Plan. There is not currently sufficient capacity to deliver this at pace or to the quality required.</p>	<p>Policy &amp; Research Communities HR Communications</p>

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
Report observation	<i>Change internal and external signage for BCP Council.</i>	<p>All services have been asked to identify and replace, re-skin or remove external legacy council signage, to enhance BCP Council brand recognition. All services are asked to review their signage in scope and:</p> <ul style="list-style-type: none"> <li>• declutter and remove obsolete signs <b>by 31/03/22</b></li> <li>• either replace or re-skin (vinyl wrap) the sign <b>by 08/04/22.</b></li> </ul>	No further action required once this is complete, although it is likely that outlier signage will still be identified to be resolved during summer 2022.	Service Units
	4.3 Culture and Governance:			Council Lead
Report observations	<i>Overview and Scrutiny for instance is not consistently adding value and <b>needs to be reset to deliver on its purpose of ensuring that the Council is open, transparent, accountable and delivers improved policy and services.</b></i>	<p>The Council's Scrutiny Officer and Monitoring Officer have worked with the LGA (Emily McGuiness) and Centre for Governance &amp; Scrutiny (Ed Hammond) in convening training events and workshops with Councillors to raise awareness of the purpose of the Overview &amp; Scrutiny function and improve engagement and focus.</p> <p>Officers continue to build on this work and can see a shift from the previous sole focus on Cabinet reports to a more strategic overview of wider issues.</p> <p>This is evidenced by the O&amp;S Board meetings devoted to Transformation and Climate Change. Further topics are already included in the Forward Plan.</p>	<p>Council has requested that the Audit &amp; Governance committee look at the O&amp;S function as a whole and consider whether a restructure is applied to include a fourth committee to concentrate on place based and environmental matters. A first workshop session on this was held on 10 March.</p> <p>Other work will be continuous and ongoing.</p>	Leader of the Council Law & Governance
	<i>However, now BCP Council is better established it may wish to <b>consider rewriting the constitution to ensure it is clear, concise and is fitting for the new single Council and provides an adequate framework to support the delivery of an ambitious agenda.</b></i>	<p>The BCP Council Constitution has recently been substantially re-written by the officers through consultation with the Constitution Review Working Group (CRWG) and approved by the Audit and Governance Committee and Council on 11 January 2022.</p> <p>We also had the benefit of overview by Weightmans solicitors, whose senior partner who attended the Council meeting to answer any questions arising from Councillors of which there were none.</p> <p>A workshop on the changes to the constitution was delivered by the Monitoring Officer and Head of Democratic Services before the Council meeting.</p>	<p>The constitution is under continuous review and Democratic Services maintain a list of suggested changes.</p> <p>These are worked through with the CRWG, which makes recommendations to the Audit &amp; Governance committee.</p>	Law & Governance
2.5	Ensure increased emphasis is given to developing a culture change programme through which the Leadership of the organisation set the culture for the organisation. This must be a priority because without it there are risks to wider transformation objectives	<p>A whole day, face to face Senior Managers Network Group meeting on the culture of the council is being held on 29<sup>th</sup> March 2022.</p> <p>The reach of Senior Managers Network Group has been extended to maximise access to learning.</p> <p>A more formal approach has been developed to identifying the key measures that will change the culture which will be led by the Chief Executive, supported by the Director of Marketing and Communications and the Head of HR&amp;OD.</p>	<p>Develop a clear programme of deliverables on our journey towards our target culture of embedding our values and behaviours, and ensuring that all staff are familiar with the golden thread and the expectations of them as employees of BCP Council.</p> <p>Ensure regular feedback to colleagues to ensure visibility of positive cultural implementation at all levels and all across the council.</p>	HR & OD/Marketing and Communications
2.6	Provide a development programme for both members and officers to improve joint working	The Monitoring Officer and Head of Democratic Services delivered a comprehensive training event to all Councillors on the LGA Model	A workshop with the Chair of Standards is planned for April 2022 at which officers will plan a further programme of awareness raising and training.	Leader of the Council Law & Governance

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
	<p>and a better understanding of respective roles and responsibilities.</p> <p><i>If BCP Council wants to become a 'world class' organisation, then all parties (led by group leaders) should set and demonstrate the behaviours and culture for the organisation based on the Nolan Principles of Public Life and reinforced by Standards committee.</i></p>	<p>Code of Conduct, the last session of which was on 6 January 2022. This reaffirmed the Nolan Principles.</p> <p>The Chair of the Council made particular mention of behaviours and adherence to the Nolan Principles at Council on 22 February 2022.</p> <p>The Monitoring Officer has delivered a report on decision-making to CMB and is working with Corporate Directors to raise awareness and articulate defined roles.</p>		
2.7	<p>Develop a clear approach for staff engagement and consider whether the Council has the right Organisational Development and internal communications resources and expertise to do this well.</p>	<p>Annual staff satisfaction or engagement surveys have been carried out since the formation of BCP Council, interspersed with additional Health and Wellbeing surveys.</p> <p>Directors Strategy Group &amp; Senior Managers Network Workshops have been held to develop a corporate action plan in response to the November 2021 staff engagement survey.</p> <p>A framework, setting out expectations and review processes is in place, with appropriate guidance on how to help improve staff engagement.</p> <p>An internal communications delivery and improvement plan has been agreed and is being implemented.</p>	<p>Review the council's approach to internal communications, and in particular the level of resources available to support the council's ambitions in this area.</p> <p>Reintroduce face to face all staff roadshows once it is safe to do so.</p> <p>CMB will monitor improvement with staff engagement quarterly through the corporate action plan.</p> <p>Provide clear direction to services on how to improve staff engagement at a local level.</p>	HR & OD / Communications
100				
	4.4 Financial Planning and management:			Council Lead
2.8	<p>Maintain a sound financial platform underpinned by robust risk management and ensure that the Council takes the difficult decisions which will enable the delivery of the medium-term financial plan.</p>	<p>A robust budget for 2022/23 and MTFP was issued and approved by Cabinet and Council in February 2022.</p> <p>This included a statutory Section 25 report by the Chief Financial Officer (CGO) which identified a number of risks contained within the budget and drew these to councillors attention.</p> <p>A Financial Resilience Performance Assessment framework has been created for monitoring by the Leader, The Deputy Leader, the Chief Executive, CFO, and corporate directors on a biweekly basis. Key risks within the budget are monitored regularly.</p>	<p>The quarterly budget monitoring framework to Cabinet will continue.</p> <p>The monthly review of the Councils financial position and key financial indicators by the Leader, Chief Executive, CFO and relevant budget holder and Port Folio Holders will continue.</p>	Finance
Report observations	<p><b>Consideration should be given to increasing those reserves to a level that is beyond the current MTFP target. This is required to offset and mitigate strategic and operational risks across a range of programmes including, but not limited to, transformation, regeneration activities, children's services improvement and DSG high needs deficits.</b></p>	<p>The 2022/23 budget report confirmed the intention to increase unearmarked reserves from the current level of £15.3m to £18.8m over the 5 year period of the MTFP.</p> <p>No resources have been specifically set aside to offset the growing deficit on the Dedicated Schools Grant.</p>	<p>BCP Council has been invited to take part in the Delivering Better Value in SEND programme, which may assist in the consideration of the DSG position. Additional focused work is ongoing, to try to reduce the ongoing deficit and to identify ways of reducing the costs of this service to bring them in line with the DfE budget parameters.</p>	Finance
	<p><b>An area the Council may wish to review its current approach is in relation to borrowing to provide finance emerging capital projects as there appears to be headroom for further borrowing if required; being mindful of debt</b></p>	<p>The 2022/23 budget report reflects that the council currently has unutilised borrowing headroom of £18.5m against the approved £855m threshold.</p>	<p>Annual review of councils prudential borrowing thresholds will be considered as part of the June MTFP update report and potentially a report to Audit &amp; Governance on this matter.</p>	Finance

Report ref	Peer Review Recommendations	Progress so far	Actions and next steps	Council Lead
	<i>financing costs and prudential borrowing guidance.</i>		The approved threshold, which targets average relative borrowing benchmarked against other councils, will be kept under continuous review as the position of other councils changes over time.	
	<i>It may be prudent for the Council at this juncture in the transformation programme to <b>reassess the scale and profiling of both projected savings and investment across departments to ensure both are realistic and achievable.</b></i>	The level of investment has been set and is not able to be amended at this stage. Further service specific transformation funding is being made available within the proposed budget and MTFP. The level of savings anticipated from the programme will be reviewed in full during 2022/23 once the proposed TOM for the Council is developed and reviewed.	Review during 2022/23	Transformation
	<i>... that the peer team felt <b>requires immediate focus relates to the assumptions of cost neutrality on the pay and grading review and the potential impact on the MTFP</b> as there is concern that this assumption may be too optimistic.</i>	This has already been done, with the consequent effect being that it has been deferred to April 2024 due to MTFP constraints.	Implement the recommendations of the Pay and Reward workstream, to include improved terms and conditions as well as new consolidated salary points.	Transformation
	<i><b>The Council should review the framework for budget accountability across all services both at officer and cabinet member level, providing both appropriate training and development programmes as it does so.</b></i>	A Financial Resilience Performance Assessment framework has been created for monitoring by the Leader, The Deputy Leader, the Chief Executive, CFO, and corporate directors on a bi-weekly basis.  This will be further developed through the design and implementation of the Finance workstream and the implementation of Microsoft Dynamics as well as the design and implementation of the Commissioning & Procurement Centre of Excellence	The monthly review of the Councils financial position and key financial indicators by the Leader, Chief Executive, CFO and relevant budget holder and Portfolio Holders will continue.  Review during 2022/23	Transformation
101	Capacity for improvement (report ref 4.5)			Council Lead
Report observations	<i>The Council now also needs <b>to look at whether capacity is in the right places across the organisation and if a lack of capacity is impacting on service delivery.</b></i>	<b>For children's:</b> This will be a priority for Children's services to support the workforce challenges and improvement plan. Plans are being developed to start this work  <b>For Estates:</b> lack of capacity is impacting on service delivery. The current structure is not fit for purpose but the ambition is there to transform estates capacity to support the Council's Target Operating Model. Report commissioned and recommendations clear as to next steps	<b>For Estates:</b> Implement next steps as outlined in Avison Young report, as part of transformation process. Start Jan 22. Find short term solutions to immediate resource issues by April 22.  <b>For Operations:</b> Bringing PHP Housing into the Council and creating BCP Homes creates an opportunity to realign senior management across Operations. This will be taking place over the next six months	
Report observations	<i>The Council should <b>consider reviewing from a resident perspective the journey/experience of people accessing services, looking closely at the impact (and potential impact) the move to digital may have on resident groups.</b></i>	This is/has been underway for some time (and evidence of the work has been provided to the Peer Team). It is not accepted that there will be any negative impact on residents and/or service users of the implementation of the Council's proposed Operating Model and Enterprise Technology Architecture. This is because we are proposing to retain and enhance all non-digital channels.	No further action	Transformation
	Transformation programme (report ref 4.5a)			Council Lead
2.9	Realign the transformation programme from an IT process driven approach to one that is culture led.	The Organisational Design & Operating Model element of the Transformation Programme has, to date, been technically focussed for very good reasons, i.e. the nature of the operational and service issues faced by the Council as a consequence of the LGR journey. Without this emphasis and investment in the organisational context and ways of working any attempt to materially change the culture of the organisation would not have been sustainable.	As we introduce Pay & Reward and the Estates & Accommodation elements of the programme, we will begin to focus on the softer elements of the transformation in a way that is aligned with and complementary to the redesigned capabilities that the Organisational Design & Operating Model has given the Council.	Transformation

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## OVERVIEW AND SCRUTINY BOARD

Report subject	<b>Forward Plan</b>
Meeting date	4 April 2022
Status	Public Report
Executive summary	The Chairman and Vice Chairman of the Overview and Scrutiny (O&S) Board have worked with Officers to identify the priority areas of work for the Board with contributions from the Board members. The work priorities of the Board have been developed on the basis of risk. The proposed Forward Plan is attached at Appendix A. The Board is asked to consider the proposals contained in the Forward Plan and approve or amend the contents. The current published Cabinet Forward Plan is attached at Appendix B to aid the Board in deciding on its priorities for scrutiny.
<b>Recommendations</b>	<b>It is RECOMMENDED that the Overview and Scrutiny Board amend as appropriate and then approve the Forward Plan attached at Appendix A to this report.</b>
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda.

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

## Background

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

### **Summary of financial implications**

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

### **Summary of legal implications**

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

### **Summary of human resources implications**

8. N/A to this decision

### **Summary of environmental impact**

9. N/A to this decision

### **Summary of public health implications**

10. N/A to this decision

### **Summary of equality implications**

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

### **Summary of risk assessment**

12. N/A to this decision.

### **Background papers**

None

### **Appendices**

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

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## Forward Plan – BCP Overview and Scrutiny Board

Updated 21.03.22

	Subject and background	Anticipated benefits and value to be added by O&S engagement	How will the scrutiny be done?	Lead Officer / Cabinet Portfolio Holder	Report Information
	<b>Meeting Date – 4 April 2022</b>				
1.	<p><b>Scrutiny of Cabinet Items</b></p> <p>To consider items scheduled for Cabinet decision in April. The Chairman should be notified of any items Board Member's would wish to scrutinise. Items to be identified.</p> <ul style="list-style-type: none"> <li>• Housing Management Model</li> <li>• Corporate Peer Challenge Feedback Report and Action Plan</li> </ul>	To enable the Board to consider proposed Cabinet decisions and to make recommendations to Cabinet as appropriate.	Scrutiny of Cabinet reports and invitations to Cabinet Portfolio Holders to respond to questions.	Various	Any queries to be emailed to the Chair and Democratic Services.
2.	<p><b>Transformation Update</b></p> <p>To consider an update report on the current status of the Transformation Programme since the Board last considered the issue in August 2021.</p>	To enable understanding of the current situation & financial position of the Transformation Programme	Cabinet report	Leader of the Council	Any queries to be emailed to the Chair and Democratic Services.
	<b>Meeting Date – 16 May 2022</b>				
1.	<p><b>Scrutiny of Cabinet Items</b></p> <p>To consider items scheduled for Cabinet decision in May. The Chairman should be notified of any items Board Member's would wish to scrutinise. Items currently identified are:</p> <ul style="list-style-type: none"> <li>• Potential Transfer of Play sites and other BCP assets to Christchurch Town Council</li> <li>• Bereavement Services Business Plan Update</li> </ul>	To enable the Board to consider proposed Cabinet decisions and to make recommendations to Cabinet as appropriate.	Scrutiny of Cabinet reports and invitations to Cabinet Portfolio Holders to respond to questions.	Various	Any queries to be emailed to the Chair and Democratic Services.

	<b>Subject and background</b>	<b>Anticipated benefits and value to be added by O&amp;S engagement</b>	<b>How will the scrutiny be done?</b>	<b>Lead Officer / Cabinet Portfolio Holder</b>	<b>Report Information</b>
2.	<p><b>Play in BCP</b></p> <p>Detail of scope to be considered. Suggested areas of consideration include:</p> <ul style="list-style-type: none"> <li>• An audit of existing play facilities including conditions, replacement plans, maintenance, specialist facilities and costs and funding options.</li> <li>• Public Health and Mental Health on the importance of play and engagement with families, children, youth groups and schools</li> </ul>	To enable the Board to understand what the current situation is and to identify any areas for action or monitoring.	Report to the O&S Board	TBD	Any queries to be emailed to the Chair and Democratic Services. Moved from April meeting
3.	<p><b>Update on Planning System improvements</b></p> <p>Following O&amp;S Board's previous consideration of this issue the Board have requested an update on this issue.</p>	To monitor this issue and understand the progress that is being made.	Report to the O&S Board.	Head of Planning PH for Community Safety and Regulatory Services	Any queries to be emailed to the Chair and Democratic Services. Moved from April meeting.
<b>Meeting Date – 13 June 2022</b>					
1.	<p><b>Scrutiny of Cabinet Items</b></p> <p>To consider items scheduled for Cabinet decision in June. The Chairman should be notified of any items Board Member's would wish to scrutinise. Items currently identified are:</p> <p>Beach Hut Proposal</p>	To enable the Board to consider proposed Cabinet decisions and to make recommendations to Cabinet as appropriate.	Scrutiny of Cabinet reports and invitations to Cabinet Portfolio Holders to respond to questions.	Various	Any queries to be emailed to the Chair and Democratic Services.
2.	<p><b>Transformation Update - TBC</b></p> <p>To consider an update report on the current status of the Transformation Programme since the Board last considered the issue in August 2021.</p>	To enable understanding of the current situation & financial position of the Transformation Programme	Report to the O&S Board	Leader of the Council	Any queries to be emailed to the Chair and Democratic Services.

	<b>Subject and background</b>	<b>Anticipated benefits and value to be added by O&amp;S engagement</b>	<b>How will the scrutiny be done?</b>	<b>Lead Officer / Cabinet Portfolio Holder</b>	<b>Report Information</b>
<b>Commissioned Work</b>					
Work commissioned by the Board (for example task and finish groups and working groups) is listed below:					
Note – to provide sufficient resource for effective scrutiny, one item of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work.					
1.	<p><b>Working Group – Development of the BCP Local Plan</b></p> <p>At its meeting on 7 December 2020 the Board agreed to establish a working group to assist in the development of the BCP Local Plan.</p> <p>The Group held its initial meeting on 20 January. Regular reports on recommendations and actions of the working group will be reported to the O&amp;S Board.</p>	To fulfil the ‘overview’ element of the Board’s role in assisting with the development of policy.	A Working Group. The Chairman was agreed as lead member with authority to determine final membership.	PH for Development, Growth and Regeneration	Any queries to be emailed to the Chair and Democratic Services.
2.	<p><b>Working Group – Enforcement</b></p> <p>At its meeting on 17 May 21 the O&amp;S Board agreed that a working group was needed on this issue to resolve a number of issues discussed. The Working Group met for the first time in December 2021</p>	To understand current policies and working practices and consider the identified areas and make recommendations as appropriate.	Working Group	Community Safety and Regulatory Services	Any queries to be emailed to the Chair and Democratic Services.
3.	<p><b>Working Group – Tree Strategy</b></p> <p>At its meeting on 14 June 21 the O&amp;S Board agreed that a working group to input into the development of the BCP Council Tree Strategy was required. The full scope of the working group is to be determined.</p>	To ensure that the views of O&S are taken into account when developing the strategy and to ensure wider member engagement	Working Group	PH for Environment, and Place	Any queries to be emailed to the Chair and Democratic Services.
<b>Items to be programmed</b>					
The following items have been identified by the Overview and Scrutiny Board as requiring further scrutiny. Dates are TBC.					

	<b>Subject and background</b>	<b>Anticipated benefits and value to be added by O&amp;S engagement</b>	<b>How will the scrutiny be done?</b>	<b>Lead Officer / Cabinet Portfolio Holder</b>	<b>Report Information</b>
<b>Other items previously agreed by the Board</b>					
1.	<p><b>Winter Gardens</b></p> <p>The Board previously requested an update on the Winter Gardens Project. It was previously agreed that this could be provided with the Future Places Cabinet report scheduled for April 2022. However, this now requires a separate report.</p>	To enable the Board to have an oversight of the scheme and the proposed changes and financial impacts.	Report to O&S Board	PH for Development, Growth and Regeneration	Any queries to be emailed to the Chair and Democratic Services.
2.	<p><b>Fly Tipping</b></p> <p>The Board previously considered an item outlining the proposals for addressing fly tipping in BCP. The Board has requested to receive further details on how the scheme has been operating and the impact it has had.</p>	To enable the Board to retain an overview of the progress in this area.	Report to O&S Board	PH for Environment and Place	Any queries to be emailed to the Chair and Democratic Services.
3.	<p><b>The Council's use of Digital</b></p> <p>This session will gather information from officers across the Council. To include Lansdowne trial, plans for a Council Owned WAN, system integration, location of the data centre, commercial partners, system specification, project timescales</p>	To enable the board to gain an oversight and understanding progress and developments in this area and understand the next steps in this process	Report to O&S Board		Any queries to be emailed to the Chair and Democratic Services. Added to the FP following the 14 June Meeting at the request of Cllr Slade
4.	<p><b>Review of the Domestic Abuse Strategy and Delivery Plan</b></p> <p>Item requested by Board members during initial consideration of this item to review progress.</p>	To enable the O&S Board to maintain an overview of this issue and to review progress on the delivery plan a year on.	Committee Report	PH for Community Safety and Regulatory Services	Any queries to be emailed to the Chair and Democratic Services – appropriate date to be agreed 12

	<b>Subject and background</b>	<b>Anticipated benefits and value to be added by O&amp;S engagement</b>	<b>How will the scrutiny be done?</b>	<b>Lead Officer / Cabinet Portfolio Holder</b>	<b>Report Information</b>
					months from May 2021
<b>5.</b>	<p><b>The Big Plan</b></p> <p>The O&amp;S Board agreed to add this item to the Forward Plan at its meeting in October 2021. The Big Plan had been referenced in several areas but had not as yet been considered by O&amp;S.</p>	To enable the O&S Board to gain oversight and potentially review this key policy document.	TBC	Leader of the Council	
<b>6.</b>	<p><b>Items outlined in the Cabinet Forward Plan without a date assigned</b></p> <p>The following items have been identified from the Forward Plan but do yet have a Cabinet meeting date assigned to them:</p> <ul style="list-style-type: none"> <li>• Cultural development in BCP</li> <li>• Pay and reward - New Terms and Conditions of Employment</li> <li>• Library strategy</li> <li>• Russell Coates Arts Gallery Museum Governance Report</li> <li>• Beach Hut Policy</li> <li>• Adoption of Ducking Stool Walk</li> <li>• BCP Economic Development Strategy</li> <li>• Western Gateway Subnational Transport Body (STB) - Strategic Transport Plan</li> <li>• Poole Regeneration update</li> <li>• Thistle Hotel, Poole Quay - Lease restructure</li> <li>• Crime and Disorder reduction strategy</li> <li>• Future Places</li> </ul>	To enable the Board to consider proposed Cabinet decisions and to make recommendations to Cabinet as appropriate.	Scrutiny of Cabinet reports and invitations to Cabinet Portfolio Holders to respond to questions.	Various	Any queries to be emailed to the Chair and Democratic Services.
<b>Recurring Items</b>					

	<b>Subject and background</b>	<b>Anticipated benefits and value to be added by O&amp;S engagement</b>	<b>How will the scrutiny be done?</b>	<b>Lead Officer / Cabinet Portfolio Holder</b>	<b>Report Information</b>
7.	<p><b>Crime and Disorder Scrutiny</b></p> <p>To include scrutiny of the Community Safety Partnership annual report</p>	To fulfil the Board's statutory responsibility for Crime and Disorder Scrutiny	Annual report – August	Cllr Bobbie Dove	
8.	<p><b>Green Credentials</b></p> <p>An annual report on the Council's progress to assess our performance against targets in respect of climate change.</p>	To enable the Board to retain oversight of the Council's performance against climate change targets and make regular recommendations as required.	Annual Report to O&S in December	Mike Greene, Portfolio Holder for Transport and Sustainability	

# CABINET FORWARD PLAN – 1 APRIL 2022 TO 31 JULY 2022

(PUBLICATION DATE – 05 March 2022)



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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)?
LTP Capital Programme 2022-23	Cabinet consider and approve the proposed 2022-23 Local Transport Plan Capital Programme funding Cabinet consider and approve the indicative 2023-24 and 2024-25 Highways Maintenance Programmes.	No	Cabinet 9 Mar 2022	All Wards			Bob Askew	Open
Development of the Throop Nature Park (Hicks SANG)	To present to the Cabinet the case for investment of CIL funding in the development and maintenance of the Throop Nature Park.	Yes	Cabinet 9 Mar 2022	Muscliff & Strouden Park			Theresa McManus	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)?
Update on Establishing a Multi Disciplinary Team and a Homeless Health Centre	<p>In May 2021, Cabinet approved the further development of a Multi-Disciplinary Team (MDT) to better address the health needs of individuals who are homeless.</p> <p>Cabinet also approved the acquisition of St Stephens Church Hall, Bournemouth, to be used as a Homeless Inclusion Health Centre ('Health Hub') within an approved budget.</p> <p>Programme governance has been established for this work, the MDT is developing well with various partners engaged, and conveyancing and the required due diligence continues in relation to the acquisition of St Stephens Church Hall.</p> <p>Options are set out in the confidential Appendix A for the acquisition, refurbishment and management of the building which could bring additional investment requirements for the Council and therefore need further due consideration.</p>	No	Cabinet 9 Mar 2022				Lorraine Mealings	

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)?
Housing Management Model	To bring forward recommendations on the delivery of housing services for BCP council and the management model that will be implemented during 2022	Yes	Cabinet 13 Apr 2022  Council 26 Apr 2022	All Wards	Local ward councillors Current residents of council owned housing Households on the waiting list for council owned housing	Formal consultation that commenced in August and runs until November 7th 2021. Outcomes of the consultation process will be included in the report.	Su Spence	Open
Local Cycling and Walking Infrastructure Plan	To adopt a Local Cycling and Walking Infrastructure Plan for the BCP area.	Yes	Cabinet 13 Apr 2022  Council 26 Apr 2022	All Wards			John McVey	Open
Interim review of CNHAS Strategy & work programme	to provide a summary overview	No	Cabinet 13 Apr 2022				Nigel Ingram	Open

<b>What is the subject?</b>	<b>What is the purpose of the issue?</b>	<b>Is this a Key Decision?</b>	<b>Decision Maker and Due Date</b>	<b>Wards</b>	<b>Who are the key stakeholders to be consulted before the decision is made?</b>	<b>What is the consultation process and period</b>	<b>Officer writing the report</b>	<b>Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?</b>
BCP Futureplaces Ltd - Regeneration update	To seek approval to a revised funding structure and updated Company Business Plan.	No	Cabinet 13 Apr 2022  Council 26 Apr 2022	All Wards			Sarah Longthorpe	Open
Corporate Peer Challenge Feedback Report and Action Plan	For Cabinet to agree the Action Plan prepared by officers	No	Cabinet 13 Apr 2022				Bridget Webber	Open
LGR Three Year Stocktake	To update Cabinet on progress with LGR	No	Cabinet 13 Apr 2022				Bridget Webber	Open

What is the subject?	What is the purpose of the issue?	Is this a Key Decision?	Decision Maker and Due Date	Wards	Who are the key stakeholders to be consulted before the decision is made?	What is the consultation process and period	Officer writing the report	Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?
BCP Seafront Strategy	Updated strategy	No	Cabinet 13 Apr 2022		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
Joint Archive Service - Revised Inter-Authority Agreement	To update the existing IAA to reflect Local Government Reorganisation and to streamline and modernise its governance arrangements	No	Cabinet 25 May 2022	All Wards	The Joint Archives Advisory Board (JAAB)	Scheduled advisory board meeting	Matti Raudsepp	Open

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Bereavement Services Business Plan Update	To update Cabinet on the progress made since the adoption of BCP Council Bereavement Plan 2021 -26 and the future options for investment into Poole Crematorium as a continued site for the bereaved.	Yes	Cabinet 25 May 2022	All Wards	Council, Councillors, Funeral Directors, General Public		Andy McDonald	Open
Potential Transfer of Play sites and other BCP assets to Christchurch Town Council	To consider potential Transfer of Play sites and other BCP assets to Christchurch Town Council, the terms of the council's offer and any implications or liabilities for the council in doing so	No	Cabinet 25 May 2022	Christchurch Town; Commons; Mundeford, Stanpit & West Highcliffe	Christchurch Town Council	There is a statutory process to be followed for the Disposal of Public Open Space, which will be undertaken prior to reporting.	Alan Ottaway	Open

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Baiter Sluice Channel Renewal	The engineered channel at Baiter Harbourside Park which allows water to flow between the Poole Park Lagoon and Parkstone Bay has come to the end of its serviceable life. The sluice channel is presently a safety concern, and has been cordoned off except for non-motorised access. The purpose of this report is to request that Cabinet allocates funding in line with the specialist report and Officer recommendations, to progress the design through to pre-construction, and subsequently construction to: replace the sluice channel; upgrade the sluice channel; and, improve the localised drainage system at Keyhole Bridge (subject to appropriate consents).	Yes	Cabinet 25 May 2022	Parkstone; Poole Town	The Environment Agency, Natural England, Marine Management Organisation, Poole Harbour Commissioners, Wessex Water, Network Rail, BCP FCERM Inland Flood Risk Manager, BCP Parks Operations Team, BCP TCF cycle and footway improvements delivery team		Peter Christie	Open

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Report on pilot of Waste Investigations Support and Enforcement WISE	To update members and provide recommendations for the future regarding the fly-tipping and fly-posting enforcement service currently provided by WISE	No	Cabinet 25 May 2022				Matthew King	Open
BCP Council Cemeteries Rules & Regulations adoption	To present to and be adopted by Cabinet a harmonised set of Cemeteries Rules & Regulations for BCP Council, in accordance with the local Government Act 1972 and the Local Authorities Cemeteries Order 1977	Yes	Cabinet 22 Jun 2022	All Wards			Andy McDonald	Open

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Bournemouth Development Company LLP Business Plan	To seek approval for the Bournemouth Development Company Business Plan, extend some contractual "Option Execution Dates" in relation to specific sites and provide an update in relation to the independent Local Partnerships Review.	No	Cabinet 22 Jun 2022	Bournemouth Central			Sarah Longthorpe	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 7 Jun 2022  Cabinet 22 Jun 2022	All Wards			Rachel Gravett, Sarah Rempel	Open



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Christchurch Bay and Harbour FCERM Strategy	Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) are working together with the Environment Agency to produce a new strategy to protect coastal communities from tidal flooding and erosion risk. It will guide how the frontage from Hengistbury Head to Hurst Spit, encompassing Christchurch Harbour, will be sustainably managed for the next 100 years.	No	Cabinet 12 Apr 2023	Christchurch Town; East Southbourn e & Tuckton; Highcliffe & Walkford; Mudeford, Stanpit & West Highcliffe	Landowners, BCP residents, businesses, organisations, BCP services	Several levels of public engagement and consultation throughout the development of the Strategy between 2021 and 2023.	Catherine Corbin, Alan Frampton, Matt Hosey	Open

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South Part of Beach Road Car Park Poole	Appropriation and disposal for housing (in accordance with its local plan allocation) subject to an approved and adopted Development Brief by the Local Planning Authority, being in place.	Yes	Cabinet Council  Dates to be confirmed	Canford Cliffs	Portfolio holders for 1.Regeneration, Economy & Strategic Planning, 2. Tourism,Leisure Culture, 3.Community Safety and 4. Transport & Sustainability.	The disposal approval is sought, subject to an adopted Development brief being in place, and if Cabinet give the Local Planning Authority (LPA) approval to consult the public on the Development brief, then all portfolio holders local residents association and other interested parties from the public will have an opportunity to make representations through the LPA's 6 week public consultation process.	Irene Ferns	Open

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Cultural Development in Bournemouth, Christchurch and Poole	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 Date to be confirmed	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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Pay & Reward - New Terms and Conditions of Employment	To seek approval for the Council's new terms and conditions of employment, including new pay and grading arrangements.	No	Cabinet Date to be confirmed		Proposals have been developed through a process of collective bargaining with recognised Trade Unions. CMB, directorate leadership teams and employees have also been consulted at various stages during the project and informed the development of proposals		Lucy Eldred, Jon Burrows	Fully exempt
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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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, I 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 constituent members. This is also subject to the outcome of an active consultation period which will close on 31st July 2020.	No	Cabinet Date to be confirmed	All Wards	Portfolio Holders for Transport and Infrastructure and Environment and Climate Change.	A public consultation is active until 31 July 2020 <a href="https://westerngatewaystb.org.uk/">https://westerngatewaystb.org.uk/</a>	Julian McLaughlin, Ewan Wilson	Open
Children's Safeguarding Arrangements	To present reviewed arrangements	No	Cabinet  Children's Services Overview and Scrutiny Committee  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
Corporate Asset Management Plan	To approve the Corporate Asset Management Plan	Yes	Cabinet Date to be confirmed				Chris Shephard	

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