

Notice of Cabinet



Date: Wednesday, 22 June 2022 at 10.00 am

Venue: Committee Room, First Floor, BCP Civic Centre Annex, St Stephen's Rd, Bournemouth BH2 6LL

Membership:

Chairman:

Cllr D Mellor

Vice Chairman:

Cllr P Broadhead

Cllr M Anderson
Cllr B Dove
Cllr B Dunlop
Cllr M Greene

Cllr N Greene
Cllr J Kelly
Cllr K Rampton
Cllr M White

Lead Members
Cllr H Allen
Cllr S Baron
Cllr N Brooks

Cllr J J Butt
Cllr L Fear
Cllr T Johnson

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

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MId=5011>

If you would like any further information on the items to be considered at the meeting please contact: Sarah Culwick (01202 817615) on 01202 096660 or email democratic.services@bcpCouncil.gov.uk

Press enquiries should be directed to the Press Office: Tel: 01202 118686 or email press.office@bcpCouncil.gov.uk

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

GRAHAM FARRANT
CHIEF EXECUTIVE

14 June 2022

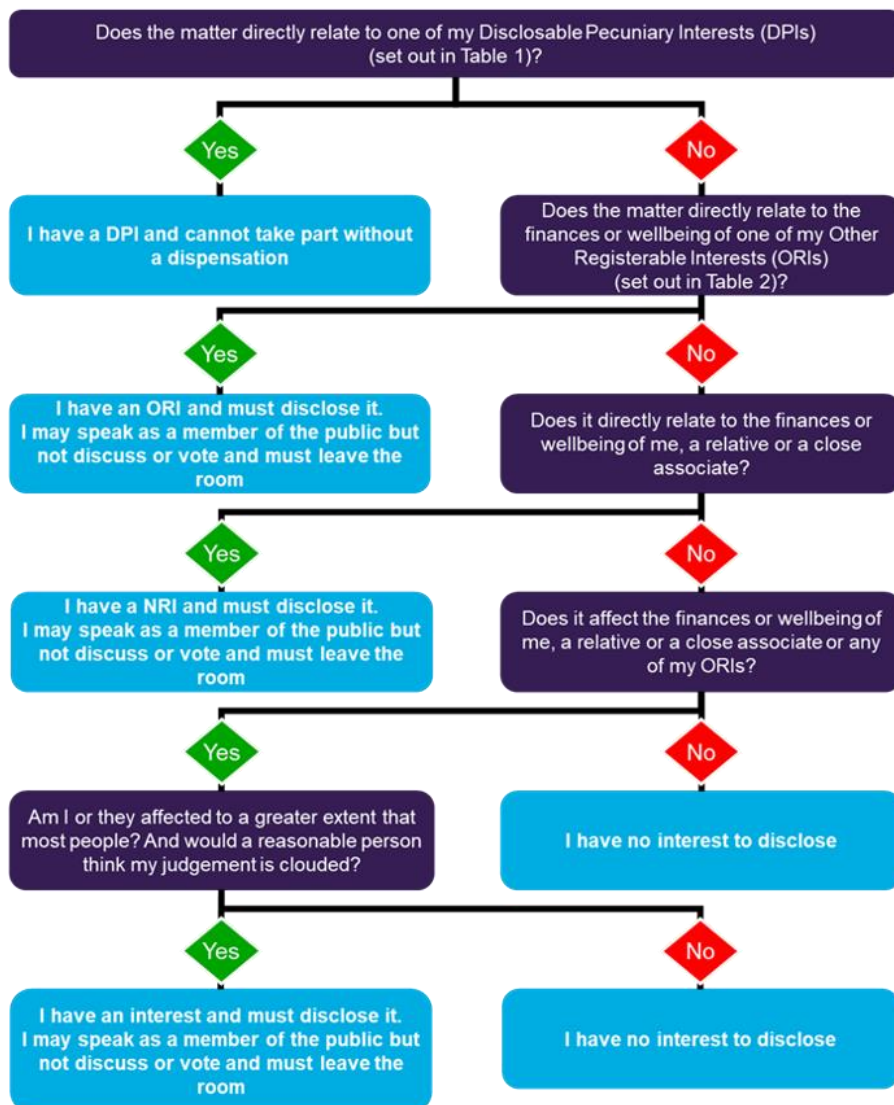


Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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



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

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

Bias Test

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

Predetermination Test

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

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

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

Selflessness

Councillors should act solely in terms of the public interest

Integrity

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

Objectivity

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

Accountability

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

Openness

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

Honesty & Integrity

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

Leadership

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

AGENDA

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

1. Apologies

To receive any apologies for absence from Councillors.

2. Declarations of Interests

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

Declarations received will be reported at the meeting.

3. Confirmation of Minutes

To confirm and sign as a correct record the minutes of the Meeting held on 25 May 2022.

7 - 12

4. Public Issues

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

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

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

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

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

5. Recommendations from the Overview and Scrutiny Committees

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

6. 2021/22 Outturn Report

13 - 56

This report provides details of the final financial outturn for the revenue account, capital programme, reserves, and the housing revenue account (HRA) for the financial year 2021/22.

The general fund revenue outturn is a surplus of £6.8 million for the year, of which £3.3 million has already been allowed for in the budget for 2022/23. It is proposed that the balance of £3.5 million is transferred to the financial resilience reserve to mitigate the emerging in-year cost of living inflationary pressures. The position compared with quarter three reflects faster income recovery after Covid and higher expenditure savings, with some efficiencies now recognised from the transformation programme.

This improvement has meant that resources previously earmarked to support net overspending across services can instead be carried forward to support the cost of living crisis and medium term financial plan (MTFP). The statutory requirements are that the council undertakes prudent financial planning as evidenced by delivery of a highly positive outturn

7. Medium Term Financial Plan (MTFP) Update

57 - 90

This report:

- Presents the latest medium-term financial plan (MTFP) of the council to reflect government announcements since the February 2022 budget report and updated assumptions.
- Proposes a financial strategy to support the delivery of a legally balanced budget for 2023/24.
- Proposes a budget planning process and timeline for key financial reports.
- Recognises the positive outturn from the 21/22 financial year end, the impact of the cost-of-living crisis, and the improvement in some of the key risk areas as identified in the setting of the 22/23 budget.

8. BCP FuturePlaces Ltd - Revised business plan and funding mechanism

91 - 158

In May 2021 the Council approved the formation of BCP FuturePlaces Ltd, ("FuturePlaces") a wholly owned Urban Regeneration Company (URC). The fundamental purpose and principles of FuturePlaces is to drive "Place Making", regeneration and property market transformation both across key sites owned by the Council and the wider area to support the aspirations set out in the Council's Big Plan.

This report seeks approval for funding changes to the business model due to a revised approach as proposed in the Councils 2022/23 Budget as to how the company will be funded. It also seeks approval for the revised company business plan as Council approval as sole shareholder as such a change is a reserved matter under the Shareholders' Agreement.

It also seeks approval to streamline the Gateway Approval process outlined in the Commissioning Plan. The changes seek to remove duplication and ensure that each new stage builds on, and complements, its predecessor. There will not be a reduction in the work required to investigate options for delivery of each project and it is still based on HM Treasury Green Book guidance.

[PLEASE NOTE: Should the Cabinet wish to discuss the detail of Appendix 1 the meeting will be required to move into Confidential (Exempt) Session].

9. Home to School Transport

159 - 228

BCP Council is legally required to have a single home to school transport policy. A BCP Council Policy has been drafted to replace the three existing policies. The draft policy has been developed to ensure consistency across the conurbation. It will provide a single point of reference for families and officers regarding eligibility and how it is assessed.

Permission to determine the policy is being sought from cabinet following a public consultation held January-February 2022. The consultation was held in accordance with the requirements of the Department for Education's statutory guidance. Key stakeholders were targeted during the consultation period.

10.	Cemetery Regulations and Cemetery Fees Harmonisation for BCP Council Cemeteries	229 - 268
	<p>BCP Council are the Burial Authority responsible for the proper management, regulation, and control of all its owned and managed 9 cemeteries across the 3 towns as governed by The Local Authority Cemetery Order (LACO)1977.</p> <p>Following the formation of BCP Council under Local Government Reorganisation in April 2019, all 9 cemeteries remain governed by 3 separate legacy Rules and Regulations adopted by the then councils of Bournemouth, Christchurch, and Poole.</p> <p>Each set of these Rules and Regulations have variances in how the cemeteries are managed. The legacy Rules and Regulations are now out of date with best practice and industry regulation having changed since their adoption by the legacy councils.</p> <p>Harmonisation of the Rules and Regulations will lead to a more efficient and effective operation of all cemeteries that are compliant with industry standard best practice and conform to statutory guidance provided in the LACO.</p>	
11.	Urgent Decisions taken by the Chief Executive in accordance with the Constitution	Verbal Report
	<p>The Chief Executive to report on any decisions taken under urgency provisions in accordance with the Constitution.</p>	
12.	Cabinet Forward Plan	To Follow
	<p>To consider the latest version of the Cabinet Forward Plan for approval.</p>	

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.

This page is intentionally left blank

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 25 May 2022 at 10.00 am

Present:-

Cllr D Mellor – Chairman

Cllr P Broadhead – Vice-Chairman

Present: Cllr B Dove, Cllr B Dunlop, Cllr M Greene, Cllr N Greene,
Cllr M Iyengar and Cllr M White

Also in attendance: Cllr G Farquhar

Present virtually: Cllr K Rampton (Councillor Rampton attended virtually and was therefore unable to participate in the voting on the items listed below)
Lead Members: Cllr H Allen, Cllr N Brooks, Cllr L Fear and Cllr J Kelly

Also in attendance virtually: Cllr A Hadley and Cllr L Williams

1. Declarations of Interests

There were no declarations of interest made on this occasion.

2. Confirmation of Minutes

The Minutes of the Cabinet meeting held on 13 April 2022 were confirmed and signed as a correct record.

3. Public Issues

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

4. Recommendations from the Overview and Scrutiny Committees

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

The Chairman of the Corporate and Community Overview and Scrutiny Committee addressed the Cabinet advising that at their recent meeting there had been a thorough debate on the Fly-Tipping and Fly-Posting Enforcement Pilot Review report.

Cabinet was advised that whilst there were no formal recommendations and the committee had supported the report several matters had been raised and responded to by the Portfolio Holder and officers, and that in relation to this the committee had questioned whether a further six months would be sufficient.

5. Joint Archive Service - Revised Inter-Authority Agreement

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

Cabinet was advised that the Joint Archives Service (JAS) based at Dorset History Centre (DHC) in Dorchester is funded pro rata to population by Dorset Council and BCP Council.

In relation to this Cabinet was informed that the JAS has been governed since 1997 by a tripartite Inter-Authority Agreement (IAA) signed that year between Dorset County Council, Bournemouth Borough Council and Borough of Poole, the three first tier councils then operating in Dorset, to allow continuity, the 1997 agreement was maintained through local government reorganisation in 2019.

Further to this Cabinet was advised that following a consultant-led review of the JAS which reported in February 2021 which gathered opinions from officers and councillors, it was agreed at a meeting of the Joint Archives Advisory Board in April 2021 that the governance of the JAS required updating, this was in order to reflect both the new unitary council arrangements and the modern context in which the service operates.

Cabinet was informed that the agreement in Appendix 1 of the report is the outcome of that process.

Cabinet approval was therefore sought for the adoption of the revised Inter-Authority Agreement with Dorset Council.

RESOLVED that the revised Inter-Authority Agreement with Dorset Council over the provision of the Joint Archives Service be adopted.

Voting: Unanimous

Portfolio Holder: Culture and Vibrant Places

6. Fly-tipping and Fly-Posting Enforcement Pilot Review

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

Cabinet was reminded that on 26 May 2021 Cabinet considered the report Fly-tipping and Flyposting Enforcement Pilot and resolved that:

- (a) Cabinet approves the commencement of a 12-month pilot scheme to deploy a suitable qualified contractor to undertake investigations and prosecutions of fly-tipping and fly-posting incidents;
- (b) Cabinet agrees to receive a further report following 6 months of this pilot, which will include recommendations for the future of this service; and
- (c) Cabinet approves the levels of fines for relevant offences as per paragraph 10.

In relation to this Cabinet was informed that this report provided a review of the first 6 months of the pilot which, from September 2021 has been

delivered by Waste Investigations Support and Enforcement Ltd (WISE), together with recommendations for the future of the service.

Further to this Cabinet was advised that WISE have been contracted on a cost-neutral basis to investigate and enforce against offenders of fly-tipping and fly-posting and ensure businesses meet legal requirements to manage waste lawfully and responsibly.

Councillor Hadley addressed the Cabinet highlighting that the report was interesting and seeking clarification in terms of the longer-term plan and what the plan was beyond the six-month extension, whether we would then be looking for a further extension or to tender it out or bring it inhouse?

The Portfolio Holder advised that the six-month extension provided the opportunity to continue learning, particularly from other local authorities and to ensure any gaps can be filled and that the scheme fits with what we are trying to do.

In addition, Cabinet praised the work of officers and expressed thanks in recognition of the work which had been involved.

RESOLVED that: -

- (a) Cabinet approves an extension to the fly-tipping and fly-posting pilot with WISE until November 2022, with additional emphasis on:**
 - i. effective and increased communications with public and businesses;**
 - ii. enhanced joint working with the Council's Waste Compliance Officers;**
 - iii. consideration of learning from best practice in other Councils**
- (b) A further Cabinet report be brought in November 2022 with recommendations for the service long-term.**

Voting: Unanimous

Portfolio Holders: Community Safety and Regulatory Services
Council Priorities and Delivery
Environment and Place

7. Harbourside Park - Strategic infrastructure improvements to the sluice channel linking Poole Park and Poole Harbour.

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

Cabinet was advised that the report sought the allocation of CIL funding to replace the sluice channel at Harbourside Park and upgrade the sluice gate in Poole Park, which due to poor and further declining asset condition, public access is now restricted to the shared path and vehicular access is prohibited, negatively impacting BCP operations.

In relation to this Cabinet was informed that as time goes on the likelihood of catastrophic failure increases, posing a risk to users, lagoon operations

and water levels, and dividing up the greenspace.

Cabinet was advised that an options study has been undertaken, and that two options with similar estimated construction costs for both options have been identified which subject to securing funding need to be narrowed to one preferred option in the detailed design stage for tendering and construction.

Further to this Cabinet was advised that working closely with Landscape Architects the project will consider the benefits of a carefully designed open channel that would provide a focal point of interest, against the merits of an enclosed channel, and that this will consider public access, impact on the landscape, maintenance requirements and overall cost to deliver.

Cabinet was informed that this strategic infrastructure improvement extends the work of the heritage funded Poole Park life project, including a new bridge over the sluice channel North of the railway line, and will develop in parallel with the forthcoming Harbourside Masterplan and is considered within the current segregated cycleway improvement works.

Cabinet was further informed that this work would also link wider to the Poole Quay public realm improvements to rejuvenate Poole, and that these works are one of a series of strategic improvements significantly enhancing the quality of place in Poole.

Cabinet was advised that the report asks that Cabinet recommend to Council allocating CIL funds to complete detailed design and construction to ensure the tight project delivery programme can be achieved, for two key reasons – to reduce the impact on the active travel fund works in 2023 and to carry out the work as soon as practicable to reduce the risk of failure of the sluice channel, and that the completed project will maintain a key asset for amenity and habitat in Poole Park and improve BCP operations.

Councillor Hadley addressed the Cabinet advising that he welcomed the investment but highlighting the issues regards to the flooding at Keyhole bridge. Councillor Hadley acknowledged that this was an issue for Wessex Water but stressed the importance of the matter.

The Portfolio Holder for Sustainability and Transport acknowledged Councillor Hadleys concerns but stressed that the flooding was rainwater related and a matter for Wessex Water.

The FCERM Capital Projects Manager addressed the Cabinet advising that a meeting had been held with Wessex water on this issue, but that by separating the issues this part of the project with the much-needed improvements to the sluice channel can be progressed.

RECOMMENDED that Council approves the use of £1.239 million of Community Infrastructure Levy (CIL) to Environment to detail design, obtain consents, and construct the sluice channel replacement and sluice gate upgrade and other associated activities as required to deliver the project to completion.

Voting: Unanimous

Portfolio Holder: Environment and Place

8. Our Museum: Poole Museum Estate Redevelopment Programme

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

Cabinet was advised that the Poole Museum is undertaking a £7.7m redevelopment programme delivering capital improvements at the three historic buildings of the Museum Estate: Grade II listed Oakley's Mill, and the Grade I listed medieval buildings the Wool Hall and Scaplen's Court, as well as a programme of creative, cultural activity that will build and broaden audiences for the Museum.

In relation to this Cabinet was advised that Poole Museum has successfully secured £4.4m third-party funds from three major public funds: an NLHF project grant, a Historic England High Street Heritage Action Zone (HSHAZ) grant, and the Public Sector Decarbonisation Scheme (Salix), and that additionally, third-party funding has been secured from a range of national and local trusts and foundations (including Garfield Weston and the Fine Family Foundation).

Cabinet was informed that BCP's contribution to date is £2.15m including: existing borrowing of £1.023m Prudential Borrowing (approved June 2021); the balance of £1.120m approved third-party partnership fundraising underwritten by borrowing of £645,000 (£475,000 already secured); and a £455,000 contribution has been made to date from CIL/S106.

Further to this Cabinet was informed that costs have increased across the scheme as a result of a number of factors, but these include scope increase and national pressures on construction projects as a result of Covid and Brexit, and that this has resulted in a funding gap of £1.4m and accordingly, approval is now sought for acceptance of a grant from Historic England, additional Prudential Borrowing, and a further contribution from CIL.

The Portfolio Holder in presenting the report advised of an amendment on page 83, paragraph 29 of the report in relation to the visitor numbers where it says they have increased, the Portfolio Holder advised that this was an expectation and should read 'will increase'.

Councillor Hadley addressed the Cabinet stressing that he hoped events would still be available to all and highlighting that he would hate to see the museum move to a position whereby events were ticketed and chargeable and not open to everyone.

RECOMMENDED that Council approves an increase in the capital budget of up to £1.41m for the Poole Museum Programme which is to be funded by: -

(a) Grant income of £0.23m from Historic England

(b) CIL funding of £0.5m

(c) Prudential Borrowing of £0.69m

Voting: Unanimous

Portfolio Holder: Culture and Vibrant Places

9. Urgent Decisions taken by the Chief Executive in accordance with the Constitution

Cabinet was advised that there had been one urgent decision taken by the Chief Executive in accordance with the Constitution to report on this occasion, this being: -

- Acceptance of the Domestic Abuse grant for 2022-2023

Cabinet was advised that the decision had been published on the Council's website.

10. Cabinet Forward Plan

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

The meeting ended at 10.45 am

CHAIRMAN

CABINET



Report subject	2021/22 Outturn Report
Meeting date	22 June 2022
Status	Public Report
Executive summary	<p>This report provides details of the final financial outturn for the revenue account, capital programme, reserves, and the housing revenue account (HRA) for the financial year 2021/22.</p> <p>The general fund revenue outturn is a surplus of £6.8 million for the year, of which £3.3 million has already been allowed for in the budget for 2022/23. It is proposed that the balance of £3.5 million is transferred to the financial resilience reserve to mitigate the emerging in-year cost of living inflationary pressures. The position compared with quarter three reflects faster income recovery after Covid and higher expenditure savings, with some efficiencies now recognised from the transformation programme.</p> <p>This improvement has meant that resources previously earmarked to support net overspending across services can instead be carried forward to support the cost of living crisis and medium term financial plan (MTFP). The statutory requirements are that the council undertakes prudent financial planning as evidenced by delivery of a highly positive outturn</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ol style="list-style-type: none"> 1. Recommend to Council that the final revenue surplus for the year of £6.8 million is added to financial resilience reserve with the extra £3.5m not assumed in the 2022/23 budget being used to mitigate the emerging inflationary cost of living pressures. 2. Approves the capital virements to accept new government grants as set out in paragraph 96. 3. Recommend Council approve the capital virement as set out in paragraph 97.
Reason for recommendations	<ul style="list-style-type: none"> To comply with accounting codes of practice and best practice which requires councils to report their end of year financial position compared with the budget of the authority. To comply with the council's financial regulations regarding budget virements and the acceptance of new grants.

Portfolio Holder(s):	Councillor Drew Mellor, Leader, Finance & Transformation
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Adam Richens, Chief Finance Officer and S.151 Officer Adam.richens@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For Decision

Background

1. In February 2021 Council agreed the annual general fund net revenue budget of £241 million and a capital programme of £125 million. Budgets were also agreed for the housing revenue account (HRA).
2. At quarter three the projected revenue budget surplus was £9.1 million within services. This was due to Covid and other pressures of £11.1 million, loss of net transformation savings of £3.7 million, partially offset by £5.7 million of additional income and grants.
3. The services overspend was offset by releasing the central unused budget contingency and by positive largely one-off central items. These included additional grants, refinancing the capital programme and release of the uncommitted Covid pressures grant into the revenue account. This forecast position allowed £3.3 million of the grant to be carried forward in reserves to support the 2022/23 budget.

Revenue Outturn at March 2022

4. The 2021/22 revenue outturn is a surplus of £6.8 million, with services making efficiencies of £6.2 million and central budgets providing a surplus of £0.5 million. Summary reasons for budget variances are included in figure 1 below:

Figure 1: Summary Budget Variances 2021/22

Q3 Projection	Budget Variances	Outturn
£m		£m
8.5	Covid related pressures	9.1
2.6	Net service pressures / savings	(7.2)
(2.5)	Income recovery	(7.3)
(3.2)	Grants replacing base budget or overspend	(2.9)
3.7	Transformation net savings shortfall	2.1
9.1	Service budget variances	(6.2)

Q3 Projection	Budget Variances	Outturn
9.1	Service budget variances above	(6.2)
(0.6)	Interest	(0.8)
(2.9)	Refinancing of the capital programme	0
(1.4)	Release sales, fees, and charges provision from 2020/21	0
(1.3)	Extra sales fees and charges grant 2021/22	(1.3)
(2.6)	Release of uncommitted contingency / provisions	(3.3)
(0.4)	Dividend from the local authority trading company (Tricuro)	(0.4)
(0.2)	Net other changes	0
5.2	Provision for shareholding in joint venture company	5.2
(8.2)	Covid pressures grant tranche 5 released to revenue	0
(12.4)	Central budgets	(0.5)
(3.3)	Transfer to reserves	(6.8)

5. Services are expected to deliver within the envelope of their annual budget. The previously reported projected overspend of £9.1 million at quarter three has improved to a surplus of £6.2 million at outturn.
6. Across services in quarter four Covid-related cost pressures increased by £0.6 million, due largely to increased care costs in adult social care and children's services, and grants to support the budget reduced by £0.3 million. These new pressures were offset by net service savings (£9.8 million), a significant improvement in income recovery (£4.8 million) with delivery of transformation savings (£1.6 million).
7. The improved position is across all directorates except for children's services where there has been a small increase in the annual overspend. It was recognised early in the year that children's services needed extra resources to manage increased social care demand from the impact of higher care and employee costs and from the impact of Ofsted inspections. As the number one priority area for this Council these resources were made available.
8. Place operations at quarter three were forecasting a budget surplus and this improved further by £8.8 million in the final quarter. Income recovery from Covid continued to exceeded expectations, particularly for carparking, seafront, attractions, and leisure activities. Expenditure was lower than anticipated in areas such as seafront maintenance and housing. Anticipated savings increased further in waste services from below budget tonnages, collection costs and disposal prices. In addition, some expenditure budgeted as revenue within engineering and environment has been charged instead to the capital programme following a corporate review of national practice.
9. In adult social care, a small overspend projected at quarter three has been replaced by a positive movement of £4.1 million to deliver a surplus. This is largely from ongoing recruitment difficulties, contributions from the NHS for care packages as progress has been made in clearing the backlog of assessments and previously anticipated care demand not materialising.
10. The mitigation strategy developed to balance the previously projected overspend is no longer needed. This means that the full unbudgeted £8.2 million of the Covid pressures grant tranche 5 can be transferred to reserves and the £1.4 million provision for lost sales, fees and charges is not needed to be drawn down. In addition, the £2.9 million secured through refinancing the capital programme can be

transferred to reserves. These resources can instead be used to support the cost-of-living pressures.

11. The surplus of £6.8 million is available to transfer to the financial resilience reserve to support the 2022/23 budget as planned and to support cost of living inflationary pressures.

12. A summary of the revenue outturn position is shown in Figure 2 below.

Figure 2: General Fund – Summary Revenue Outturn - 31 March 2022

Q3 Variance	Directorate	Revenue	Budget	Outturn	Variance
	Adult Social Care	Expenditure	218,346	228,307	9,961
		Income	(101,634)	(115,131)	(13,497)
543	Adult Social Care		116,712	113,177	(3,536)
	Children's Services (excluding the Dedicated Schools Grant)	Expenditure	82,305	90,750	8,445
		Income	(12,017)	(11,105)	912
9,119	Children's Services		70,288	79,645	9,357
	Place Operations	Expenditure	150,085	168,639	18,554
		Income	(92,527)	(124,917)	(32,390)
(5,020)	Place Operations		57,558	43,722	(13,835)
	Resources & Chief Executive Office	Expenditure	163,268	163,989	721
		Income	(114,702)	(115,831)	(1,129)
802	Resources & Chief Executive Office		48,567	48,159	(408)
5,444	Net Cost of Services		293,125	284,703	(8,422)
	Transformation (including target savings)	Expenditure	22,537	2,621	(19,916)
		Income	(22,049)	0	22,049
3,690	Transformation Total		488	2,621	2,133
9,134	Net Service Outturn		293,613	287,324	(6,289)
(12,392)	Corporate Items - set out in Appendix A2		(51,398)	(50,883)	515
(3,258)	Total Budget		242,215	236,442	(5,773)
0	Total Funding - set out in Appendix A2		(242,215)	(243,247)	(1,032)
(3,258)	Net Outturn		0	(6,805)	(6,805)

13. The detail of projected variances is included in Appendix A1. A general fund summary is included in Appendix A2.

Summary of 2021/22 projected outturn by directorate

14. The following paragraphs summarise the projected 2021/22 budget position for each directorate.

Adult Social Care - net surplus £3.5 million (3%)

15. The ASC overspend has reduced from a projected £0.5 million overspend at quarter three to a surplus at outturn of £3.5 million. There has been an increase in the cost of care related to hospital discharges, however this is offset from additional savings delivered by the local authority trading company (Tricuro) and additional income from client contributions, NHS funding from delayed continuing health care (CHC) assessments, further savings from employee vacancies and other efficiencies in contractual arrangements and running costs.
16. The cost of care directly related to hospital discharges increased by £1.2 million to £2.7 million. Care home costs continue to be above budget because of market forces and home care packages are larger as patients leave hospital early with greater needs. The additional spend also includes support for people who have not recovered within the government-funded period for the hospital discharge programme, those who continue to have high support needs and are awaiting CHC assessment and others in higher cost temporary care awaiting long-term placements to be found in a market with little availability.
17. The overspend previously projected for care packages from the community has reduced by £2.3 million to a budget surplus of £0.1 million. The shortage of care market supply is ongoing, particularly for people with complex needs, meaning that people are waiting longer for suitable accommodation and care to meet their needs. Some people due to be discharged from hospital settings have remained in hospital longer than planned and others have continued to be cared for by family at home for longer than anticipated. Other factors contributing to the underspend include the 'moving on from hospital living' pooled budget risk share arrangement with the NHS which has been favourable to the council this year. In addition, a dispute over responsibility for funding has been resolved, resulting in the recovery of costs from another local authority.
18. The total saving from Tricuro increased by £0.8 million to just under £1 million for the year in total. This was from day services which did not reopen in full following the pandemic with savings in building and staffing costs.
19. The budget surplus for service user contributions reduced from £0.5 million to £0.4million.
20. During the last quarter there has been a catch up on NHS assessments for CHC eligibility following the freeze imposed during the pandemic. As a result, income from the NHS to recover care costs paid by the council prior to a positive assessment increased from a projection of £0.4 million to £1.7 million at outturn.
21. The employee related savings have increased from £1 million to £1.4 million in the last quarter. Due to expenditure management across the council during the pandemic, vacancies have reached unprecedented levels in ASC. Whilst recruitment activity has been taking place, there is an ongoing shortage of suitable candidates. Waiting lists for social care support are longer than usual and there is a backlog of commissioning activity. In addition, during the last quarter, use of external funding to support employee costs has continued where possible, reducing the call on the base budget.

22. Further savings of £1 million are due to slippage in deprivation of liberty safeguards assessments, resolution of disputed service level agreements, delay in awarding some contracts to the voluntary sector, use of equipment, savings in the internal social work training services and other miscellaneous budgets.

Children's Services - net overspend £9.4 million (13%)

23. Children's services spent £0.2 million more than anticipated at quarter three.
24. The projected overspend relating to the cost of care has increased from £4.0 million at quarter three to £4.5 million. There are still clear national, regional, and local cost pressures that reflect increased demand for all placement types, specifically for children with very complex needs, with rising costs for individual packages. These pressures will continue to be scrutinised and managed at pace during 2022/23.
25. The other area of significant pressure is staffing. The total year end forecast variance is £6.1 million (65% of the overspend). There continues to be considerable local and national market difficulties in the recruitment of permanent social workers causing the continued and increased use of higher cost agency staff against established posts within social care. The recent Ofsted rating has further impacted on the permanent recruitment and a new workforce strategy is being designed to attract and retain permanent social workers.
26. Within the staffing overspend there is the cost of commissioned teams to carry out essential work to ensure appropriate timescales are met for the assessment of cases with the highest safeguarding risks. This has been necessary to prevent significant service deterioration due to a trebling of the statutory requirement, which can be directly attributed to higher post-Covid demand. These additional teams were due to end in December 2021, but they have been retained to manage the continued increase in demand.
27. There is also non-achievement of the budget reduction to reflect a pattern of staff vacancies in establishment posts as prompt recruitment in front line services continues to be essential to maintain service stability and improvements. In addition, savings have not been realised due to the corporate delay in restructuring business support functions and system support teams across the council.
28. The final position for both mainstream and special education needs (SEND) transport is £1 million overspent, an increase from quarter three of £0.2 million. The SEND budget is traditionally volatile and challenging to project as it is demand-led and impacted by numerous variables outside of the control of the council. Despite an increase in the budget from last year, there is further demand from the rising caseload of education, health, and care plans (EHCPs), from pupils with medical conditions and from those with challenging behaviour. The impact of places created locally in satellite special schools to cope with the rising EHCP demand has increased the number of journeys.
29. Other variances include the additional cost in the SEND team of legal support for work on tribunals of £0.17 million.
30. A saving of £1 million was agreed by Council from the quarter one monitoring report by switching the family investment fund budget to the contain outbreak management fund (COMF) ring-fenced grant. In addition, the service has saved £0.15 million by reducing commissioned services.

31. A saving of £0.4 million has been made by applying a one-off grant reserve to offset some of the increase in staffing over quarter three and £0.1 million has been contributed through the payments-by-results mechanism from achieving successful outcomes from the supporting families programme.
32. An additional contribution of £0.35 million from the public health grant in quarter four has been applied to cover public health duties delivered within Children's services.

Place Operations – net surplus £13.8 million (24%)

33. The place operations net £5 million surplus at quarter three improved significantly over the final quarter, with positive changes for many services. There was strong income performance, particularly in March, from carparking, seafront trading and leisure activities. Greater savings than expected were achieved, particularly in waste services, additional costs have been charged to the capital programme following a corporate review and some budgeted maintenance expenditure was delayed. Some services, however, continued to see cost pressures.

Covid Pressures

34. Covid pressures within environment services are income losses greater than allowed for in the bereavement service of £0.8 million, mainly due to reduced demand for cremation services, with costs pressure from the coroner's and mortuary service.
35. The economic impact of the pandemic eased over quarter four in trade waste income with the £0.3 million pressure previously estimated replaced by a small surplus. The pressure had included an increased allowance for the bad debt provision but the review of outstanding debtors as at the end of March demonstrated that instead a smaller provision was needed.
36. Self-isolation grants of £0.9 million were allocated in-year to community services to support vulnerable residents. In anticipation of this need, additional funds had already been earmarked from the contain outbreak management fund with the new grant used to support base budget costs. In quarter four it was decided to retain a contingency should further Covid support be needed in 2022/23 with £0.2 million held in reserve reducing the grant use to £0.7 million.

Transport and Engineering

37. Parking services has overachieved against budget by £4.3 million, this is still much lower than would have been anticipated in a pre-pandemic year as town centre carparks have not recovered well.
38. Concessionary fares were forecast to underspend by £0.3 million at quarter three with the outturn an increase to £0.6 million. The council continues to support bus travel across the conurbation and have compensated the two local bus companies in line with government guidance. The historic trend of reduced bus use has been reflected in maintaining pre Covid funding levels and this has brought down the amounts expected to be paid for the year compared with the budget. The previous forecast was net of costs for other transport services, and these have now been reflected elsewhere with the net overall position unchanged.
39. Transport network team savings have increased to £1 million at outturn from £0.3 million at quarter three. This is due to greater concentration of staff working for the capital programme rather than revenue funded activity together with additional street works income.

40. Passenger transport is showing a surplus of £0.2 million from the use by adult social care and the transport development team have succeeded through the final quarter in reducing the use of agency staff, resulting in a saving of £0.1 million.
41. Building control income is £0.5 million below budget as domestic applications are low and there are currently no large-scale housing developments that require the service. Building projects have been impacted nationally by the rising cost of materials, supply chain issues and concerns about inflation reducing industry confidence.

Communities

42. Community services variances have changed little over the quarter. There is an overspend of £0.2 million in respect of the community safety service review, staff costs are overspent by £0.2 million from the restructuring delay and there is a £0.1 million pressure in costs associated with community centres.

Environment

43. Waste collection and disposal services have underspent during the year with savings increasing over the final quarter. Environment were forecasting at quarter three a net saving of £1.9 million in residual waste disposal due to reduced volumes and improving recycle prices and with the re-tendered waste contracts costing less than anticipated. The service has continued to benefit from lower prices and reduced volumes to deliver a saving for the year of £2.4 million. Waste collection costs have also been lower with a budget surplus at outturn of £0.4 million. The take up of the garden waste service has performed well over the year with it considered more appropriate to reflect in 2021/22 the price adjustment in 2022/23 for the rounds cancelled due to Covid. This reduced the previously projected surplus by £0.3 million to £0.2 million.
44. Queens Park Golf course was previously forecast to outturn in a balanced position, but income has recovered well with a £0.2 million surplus at outturn.
45. The grounds maintenance service has achieved a surplus for the year of £0.1 million, mainly from charging salaries to winter response work.
46. The trend for increased income for drop-kerbs did not continue as anticipated in quarter four and although still in surplus the final figure has fallen to £0.1m.
47. The anticipated budget pressures for greenspace, concessions and trading reduced through quarter four with higher income from the Lower Gardens mini-golf and collections of rents improved. The outturn in respect of arboriculture works was in line with expectations.
48. The highways operational cost pressure highlighted previously has been reduced with the allocation of circa £1 million of expenditure instead to the capital programme having reviewed current national practice. In addition, income in relation to signage was higher than previously expected. Highways operations managed fleet costs cautiously through the final quarter managing to minimise the impact of rising fuel costs.

Destination and Culture

49. Seafront operations and beach huts continued to achieve better than expected budget savings through quarter four. Some planned maintenance and investment did not take place with expenditure savings and planned loss of income delayed. Income was strong in March, especially at the arcade. Together these provided a

trading surplus of £1.1 million for seafront operations and £0.8 million for beach huts, together adding £1.3 million more to the surplus.

- 50. Upton Country Park has achieved a surplus at year end mainly from the use of prudential borrowing for capital spend in place of a planned revenue contribution together with trading and car parking income higher than anticipated.
- 51. Leisure facilities performed better than expected. BH Live provided an additional £0.2 million from their outturn via the profit share arrangement. Smugglers Cove adventure golf achieved a surplus of £0.1 million and Two Riversmeet leisure complex improved performance through the final quarter.

Housing

- 52. The council has benefitted from significant one-off government grant funding for homelessness prevention services and housing options (net £0.2 million more in-year than budgeted). The council has utilised all grant funding received this year in accordance with grant conditions. Unspent grant funding of £1.3 million (in relation to homelessness prevention and Syrian/Afghan resettlement grants) have been transferred to reserves and will remain ringfenced to housing related spend in 2022/23.
- 53. Risk & improvement services salary underspend of £0.3 million is in line with the quarter three forecast. The neighbourhood services (garages and photovoltaic panels) previous saving from extra income forecast in quarter three has been reduced by additional maintenance expenditure.
- 54. Reduced income recognition from the telecare service over the final quarter and below budget write offs of rent deposits provide a positive variance of £0.1 million for the year.
- 55. The in-house team (IHT) and construction works team (CWT) continued to generate a budget surplus. In total construction services has realised an additional £0.6 million but some of this is from one-off adjustments. Cost pressures are likely to impact in 2022/23.
- 56. Seascape Homes & Properties Limited has provided an additional £0.2 million in net rental income for lease payments on properties acquired under the council newbuild housing & acquisitions strategy (CNHAS). This is in addition to reduced CNHAS feasibility studies spend to budget of £0.2 million.
- 57. The private sector housing team's final position is over budget by £0.1 million after a review of the treatment of outstanding debts at year end.
- 58. Other savings across the whole of housing services amount to £0.2 million.

Resources & Chief Executive Office - net surplus £0.4 million (1%)

- 59. The combined position for both the resources directorate and chief executive office is a net underspend to budget of £0.4 million.
- 60. The revenues & benefits teams have underspent by £0.3 million from carrying vacancies in anticipation of the staffing restructure over 2022/23 in preparing for the dissolution of the Story Valley and Poole Partnership (SVPP) and the transition to a new service model. SVPP is hosted by BCP and currently delivers some services on behalf of Dorset Council.

61. The facilities management budget has transferred to resources from the operations directorate. Final outturn is £0.2 million over budget, resulting from additional works undertaken during the year. This is an improved position from quarter three, where an overspend of £0.4 million was projected.
62. Democratic services outturn is £0.3 million from additional schools appeals income and reduced Member related spend.
63. Legal services underspent budget by £0.2 million due to ongoing staff vacancies and reduced external counsel support.
64. ICT services net savings of £0.5 million is due to reduced desktop replacement spend and ICT management. Reductions in photocopying, printing, and telephony cost are included within transformation savings.

Transformation Savings

65. Transformation savings of £7.5 million were built into the budget for 2021/22. At the end of quarter four £3.6 million of savings have not yet been identified for delivery and this is offset by related expenditure reductions of £1.4 million. This is an improvement of £1.5 million from the reported £5 million shortfall in quarter three monitoring. The improvement has been from the delivery of smarter structure savings and third party spend reductions.
66. The third party spend project has indicated further areas for savings opportunities and the deliverability and timing of these will be established during the next phase of work.

Central Items - net surplus £0.5 million (1%)

67. The council has recognised £5 million of potential liabilities attributable to Bournemouth Development Company LLP ("BDC"), a BCP joint venture company. The council is making a provision for their shareholding to align with the approach taken by its private sector partner relating to the Winter Gardens project. This is due to both the challenging landscape facing the construction industry in general, such as build cost inflation, and while the possibility is explored of incorporating the site into the larger regeneration of the extended BIC project, which may address any viability concerns.
68. There is reduced spend on interest payable of £0.8 million due to higher cash balances than anticipated with a reduced short term borrowing requirement and receipt of a one off £0.4 million dividend from Tricuro, the Local Authority Trading Company BCP set up in Partnership with Dorset Council. In addition, £0.5 million has been identified for release from previous balances held at Bournemouth Borough Council in relation to a company venture where activity has since wound down.
69. Set out in the financial outturn report 2020/21 presented to Cabinet on 23 June 2021 there were a series of actions undertaken by the finance team to release revenue resources earmarked for capital to support the 2021/22 budgetary position. The total amount released is £2.9 million with the decision made at Council in September when the outturn report was considered. Due to the surplus position reported this amount has been allocated to reserves to support the MTFP.
70. Government compensation for lost sales, fees, and charges (SFC) during 2020/21 outturn totalled £12.6 million. After meeting the first 5% loss of income in full, losses above this level are funded by government at 75%. The outturn figure was based on an estimate where there remained some ambiguity in the calculation. Therefore, a

risk factor was transferred to reserves of £1.4 million in case an amount needed to be repaid to government. Now the scheme for 2020/21 has concluded this amount is available to support revenue and will be carried forward in reserves to offset the cost-of-living pressure the council is forecasting.

71. The SFC scheme continued for the first quarter of 2021/22, and the initial estimate of the grant is ahead of the £1.6 million budget by £1.3 million.
72. Budget monitoring over the year has been on the basis that the unbudgeted element of the Covid pressures grant tranche 5 would offset the overspends within services. As the net overspend has not materialised, £8.2 million of unused grant will be carried forward in reserves to support the emerging cost of living pressures.
73. Lastly, the unearmarked balance of the contingency £2.8m has been fully released to revenue. The balance released has grown in quarter four as the amount needed for the 2021/22 pay award agreed in March 2022 was less than expected due to the level of vacancies maintained across services during the year.

Reserves monitoring 2021/22

74. Councils nationwide received significant Covid related grants during 2020/21 which artificially increased all opening reserve balances. Grants received in relation to business rates have particularly obscured the true reserve position due to the intricacies of collection fund accounting. The Council received £40.4 million for business rates in 2020/21 which was paid back to the collection fund in 2021/22. In addition, £18.5 million was carried over from specific grants to be applied to pandemic spend.
75. Figure 3 below summarises the projected movement in reserves during the current financial year assuming the estimated surplus of £6.8 million will be added to financial resilience reserves. This is considered further in the 2022/23 Budget and MTFP Report on the agenda.

Figure 3: Summary of projected movements in reserves

	Balance 1 April 2021	Balance 31 March 2022	Movement
	£m	£m	£m
Un-earmarked reserves	15.3	15.3	0.0
Earmarked reserves*	153.8	114.4	(39.4)
Total reserves	169.1	129.7	(39.4)

These reserves do not include revenue reserves earmarked for capital or school balances.

*Earmarked reserves brought forwarded include:

- £60.1 million specifically in relation to Covid.
- £30.1 million to support the 2021/22 budget and £2.1 million towards the 2022/23 budget.

76. The main **movement** on other earmarked reserves during the year are as follow:

Financial Resilience Reserves

- a) £25,106k **Refinancing of the Capital Programme Reserve – phase 1**
As per the approved 2021/22 budget reserve fully draw down
- b) £4,748k **Refinancing of the Capital Programme Reserve – phase 2**
As per the approved 2021/22 budget reserve fully draw down
- c) £615k **MTFP Mitigation Reserve**
As per approved Cabinet report £3.4 million to support accelerated regeneration, £0.3 million for SEND, £0.2 million for Climate Change and £0.5 million Clean Green Safe offset by annual review of reserves crediting £1.9m.
- d) (£6,805k) **Projected Outturn 2021/22**
As per report amount of surplus will be added to financial resilience reserves and drawn down in support of the 2022/23 budget.
- e) (£2,900k) **2020/21 Capital Refinancing**
As set out in para 69 this unused amount will go toward supporting the MTFP.
- f) (£8,195k) **Covid 19 unspent grant**
As set out in para 72 this unused amount will go toward supporting the MTFP.

Transition and Transformation Reserves

- g) £2,000k **Transformation – Contribution from outside General Fund**
Drawn down as per the approved 2021/22 budget

Asset Investment Strategy Rent, Renewals and Repairs

- h) (£775k) **Investment Properties**
Higher rental income than assumed in the budget has meant a contribution to this reserve has been possible to offset future voids and maintenance commitment for the council investment property.

Held in Partnership for External Organisations

- i) (£794k) **Stour Valley and Poole Partnership (SVPP)**
A combination of surplus and unspent grants which will be distributed next year as part of the dissolution of the partnership (subject to exit cost arrangements).

Government Grants

- j) (£21,511k) **Covid 19 NNDR Section 31 Grants**
Monies received in 2020/21 to offset collection fund deficit payable in 2021/22 and monies received in 2021/22 to offset deficit payable in 2023/24.
- k) £8,516k **Other Covid 19 Grants**
Other Covid related grants other than for NNDR

Dedicated Schools Grant (DSG) 2021/22

77. The 2021/22 budgeted high needs funding shortfall is £10.8 million, reducing to £9.7 million after a £1.1 million (0.5%) transfer of funding from the school block. Other DSG blocks have been set with balanced budgets with no surplus available to reduce the overall funding gap.
78. This budget is being monitored through the High Needs Block Deficit Recovery Board. The quarter three position indicated an overspend of £3.2 million, resulting in an annual funding gap for 2021/22 of £12.9 million.
79. The final outturn position is a small improvement with the overall annual funding gap reduced to £12.5 million.
80. The High Needs Block outturn position is £2.5 million overspent compared with budget. This includes a £0.9 million provision for a disputed case with backdated costs following a ruling from the Secretary of State, although an appeal has been lodged on the advice of counsel.
81. There has been a net overspend on the early years funding formula of £0.4 million, due to the increase in provider payments to support pupils with additional needs.
82. The accumulated deficit has increased from £7.8 million at 1 April 2021 to £20.3 million at the end of the year as shown in the table below:

Figure 4: Summary position for dedicated schools grant

Dedicated Schools Grant	Quarter 3 Projection £m	Outturn £m
Accumulated deficit 1 April 2021	7.8	7.8
Budgeted high needs shortfall 2021/22	9.7	9.7
In-year over spend on high needs	3.1	2.5
In-year net over spend on other blocks	0.1	0.3
Projected accumulated deficit 31 March 2022	20.7	20.3

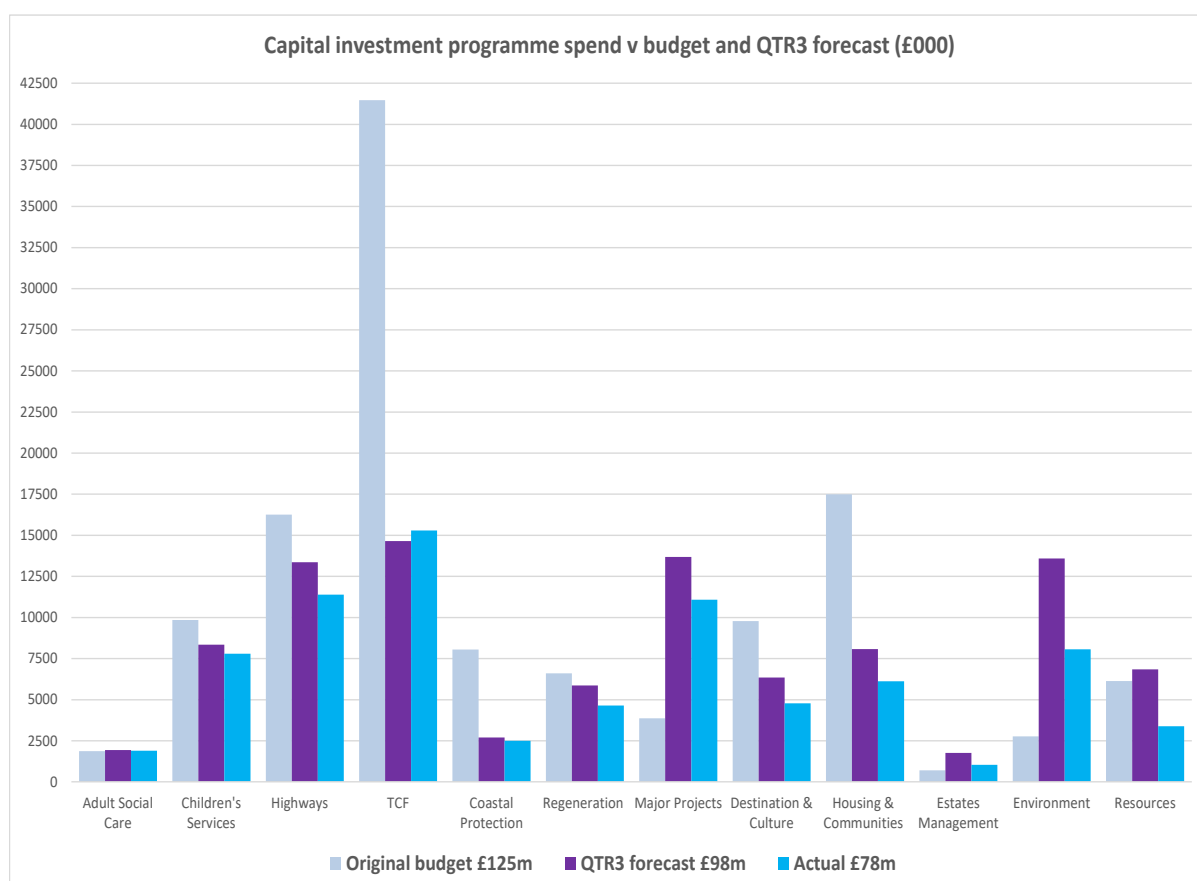
Capital budget monitoring

83. This section covers the council's budgeted capital investment programme (CIP) in respect of general fund capital expenditure only. Housing Revenue Account (HRA) related capital spend is reported separately within this report.
84. The original capital investment programme (CIP) budget approved by Council in February 2021 was £125 million. In-year amendments to the programme (since budget was approved) include new approved schemes, increases to existing scheme budgets, reprofiling of approved capital budget to later years as well as the carry forward of unspent capital budget brought forward from 2020/21. These changes resulted in a revised quarter three forecast full year capital programme of £97.6 million.
85. At £78.1 million, final capital expenditure for 2021/22 is 80% of third quarter projection of £97.6 million. Covid-19 and Brexit continue to have significant impact on market conditions. This includes increases in raw materials prices, construction cost increases, and labour and material supply chain issues. This has impacted on delivery of the capital programme in various ways. There have been increases in

tendered prices compared with original estimates across capital projects, reduced capacity to undertake works to planned timeline because of labour shortages and in some cases fewer than expected responses to tenders issued. Some cost increases have been absorbed within risk / contingency allowances in approved capital budgets. Other price variations have required capital budget increases. These are funded from either BCP funds (for example developer S.106 contributions / community infrastructure levy (CIL)), external grant or additional prudential borrowing.

86. Figure 5 below reflects the final outturn position by service area in comparison with quarter three forecast and original budget.

Figure 5: Capital programme spend at 31 March 2022



87. The capital programme excludes the £50 million from the Futures Infrastructure Fund and £10 million SEND infrastructure loans until such time as specific capital projects to utilise this funding are approved and included within the CIP.
88. A summary of progress on key capital projects by directorate is provided in Appendix C.

Financial risks

89. Whilst some capital projects budgets have already been increased due to market cost pressures, this inherent risk remains until projects have been completed.
90. Further specific risks identified include:

- Salix grant funding - the council assumes the use of £2 million grant funding to fund approved capital spend already underway on energy improvement measures across council buildings. The council is awaiting final confirmation of funding position with respect to committed works not yet completed.
- Transforming Cities Fund – the impact of ongoing market pressures continues to be monitored by the TCF Board. Programme updates are provided to Council.
- Hillbourne School newbuild (£9.5 million total capital budget) assumes the use of £4.7 million general fund borrowing accounted for by the transfer of surplus playing school field land to the HRA for housing development. This is subject to final Secretary of State approval.
- Fleet management – the Council is seeing a 10-12% rise in the costs of procuring vehicles compared to what was budgeted in the fleet management plan (when it was originally approved). There is a risk that with continued increases in costs, budgets will need to be revised in the future

Capital programme financing 2021/22

91. Figure 6 summarises the capital funding sources applied to 21/22 capital spend:

	2021/22 £'000
Government grant	38,842
Third party receipts	1,839
s106 & Community Infrastructure Levy	5,069
External funding	45,750
Revenue funding for capital	453
Earmarked reserves	332
Futures Fund	5
Prudential borrowing	31,558
BCP funding	32,348
Capital investment programme funding	78,098

92. Around 59% of 2021/22 capital expenditure is funded from external sources – government grant, third party receipts, s106 developer contributions and community infrastructure levy (CIL). Most of the remaining capital expenditure is funded from prudential borrowing.
93. The use of BCP reserves to fund capital spend is restricted to expenditure for which no other sources of capital funding is identified. Examples include feasibility studies for potential future capital projects, earmarked reserves built up in partnership with

third parties, and the council's annual corporate funding for BH Live asset maintenance.

94. Approximately 40% of the Council's capital expenditure is funded from prudential borrowing.

Capital budget virements and acceptance of capital grants 2021/22

95. In accordance with the council's financial regulations the following rules associated with capital virements, and acceptance of grants apply (after advice from the Chief Finance Officer):

- Acceptance of grants greater than £100,000 and up to £1 million require Cabinet approval
- Virements over £1 million require prior Council approval.
- Virements over £500,000 and up to £1 million require prior Cabinet approval.
- Corporate Directors can approve virements over £100,000 up to £500,000.
- Service Directors can approve virements up to £100,000.

96. The following capital virements to accept new grants require **Cabinet** approval:

Directorate: Operations

Purpose: Accept new Environment Agency (EA) capital grant of £0.3 million to fund BCP cliff management strategy

This award is to fund a new BCP cliff management strategy that will enable a consistent strategic approach to cliff management to be adopted across the seafront.

Directorate: Operations

Purpose: Accept Historic England (HE) capital grant of £0.2 million to fund part of the Scaplen's Court museum project.

In May 2022 Council approved a £1.4 million increase in capital budget for Poole Museum (including Scaplen's Court). This grant secures £0.2 million external grant funding as part of the approved funding strategy for this budget increase.

Directorate: Operations

Purpose: Accept Heritage Fund (HF) capital grant of £0.2 million for the Upton Country Park Discovery project.

This is additional grant successfully secured in addition to the existing HF allocation for this project. It will be used (together with additional BCP contribution via developer funding and borrowing) to facilitate the remaining elements of the project which include provision of a volunteer facility.

Directorate: Operations

Purpose: Accept Active Travel Funding (ATF) from the Department of Transport (DFT) of £0.1 million.

Additional funding secured to deliver Active Travel schemes. The funds will be used to deliver permanent street furniture linked to school streets and to provide secure cycle storage in/near the Dolphin Shopping Centre in Poole.

Directorate: Operations

Purpose: Accept Arts Council England (ACE) Museums Estates and Development (MEND) funding of £0.5 million for the Russell Cotes Art Gallery and Museum.

Cabinet is asked to ratify the decision taken by the Chief Executive under delegated emergency powers to accept £0.5 million of MEND capital grant funding on behalf of BCP Council. This award was secured to deliver urgent capital works for the enhancement and preservation of the Grade 2 listed Museum. These will include replacement of air handling units, preservation of the conservatory and drainage improvements. The council will be required to contribute up to £0.5 million matched funding to deliver the project, to be funded from either CIL or Futures Fund (subject to approval) or prudential borrowing. If prudential borrowing is used as matched funding source, the Russell Cotes Trust will be responsible for making annual borrowing repayments.

97. The following capital virement to change funding source requires **Council approval**, as it is above £1 million:

Directorate: Operations

Purpose: Capitalise £1 million of highways related spend, to be funded from prudential borrowing

Around £1.0 million of highways maintenance spend has been capitalised in the year and funded from prudential borrowing. The spend includes investment in the replacement of kerbs, bollards and fencing, inspection works that result in capital replacement works, inspection works that result in new pipeworks and chambers and replacement of failing assets. Accounting treatment (as set out in the CIPFA Code of Practice) permits the capitalisation of such spend. It is proposed that prudential borrowing is used to fund the expenditure, to be repaid over 25 years at the council's low risk Invest to Save borrowing rate of 3%. This virement releases expenditure budgeted within the revenue account as noted in paragraph 48.

Housing revenue account (HRA) monitoring

98. The HRA is a separate account within the council that ring-fences the income and expenditure associated with the council's housing stock. The HRA does not therefore directly impact on the council's wider general fund budget.
99. Within the HRA the council operated two separate neighbourhood accounts for 2021/22. The Bournemouth account comprises 5,100 tenanted properties and is directly managed in-house by the council. The Poole account comprises 4,517 tenanted properties and is managed by Poole Housing Partnership (PHP). PHP operate as an arm's length management organisation (ALMO) in line with a management agreement with the council. In May 2022 Council agreed to bring the two neighbourhoods into a single service.
100. Appendix D1 provides the detail of revenue budget monitoring across both neighbourhood accounts and Appendix D2 provides the same for capital budget monitoring across both neighbourhood accounts.

Bournemouth and Poole Neighbourhoods - Revenue account

101. In quarter three the HRA forecast a contribution of £5.9 million from its revenue account to the new build capital programme reserve (£5.4 million originally budgeted). The final contribution to HRA reserves is £6.2 million.
102. Rental income from rents (dwellings and non-dwellings) across both neighbourhoods is in line with budget and forecast. Both neighbourhood accounts reported favourable variances to budget and forecast on other income – including £0.3 million unbudgeted contributions towards expenditure from leaseholders.
103. Repairs and maintenance spend in Bournemouth neighbourhood is higher than budget and forecast. This reflects market pressures on the cost of materials and labour and the level of unbudgeted work required on void properties. This position will continue to be monitored closely during 2022/23. There are no significant variances to repairs and maintenance within the Poole neighbourhood.
104. Supervision and management spend forecasts were adjusted in quarter three to reflect the impact of increasing gas and electricity prices in the second half of this year. These estimates have largely borne out – each neighbourhood has incurred additional utilities spend to original budget of £0.2 million (£0.4 million across the HRA combined). Quarter three forecast underspends in other areas of supervision and management (principally Bournemouth neighbourhood) from additional recharges of housing development team staff costs to capital and other staff related savings have also been realised in final outturn numbers. The overall underspend to budget is £0.2 million in supervision and management across the two neighbourhoods.
105. As a result of continued focus on cash collection of rents, the HRA has not had to increase its bad debt provision significantly. This has resulted in a favourable variance to budget of £0.3 million across both neighbourhoods.
106. Favourable variances of £0.3 million arose within treasury management because of reduced interest payable to budget on HRA loans.
107. The overall impact of budget variances is that the combined annual contribution to new build capital programmes for 2021/22 is £6.2 million (£5.4 million originally budgeted, increasing to £5.9 million at quarter three). This consists of £2.5 million contribution from the Bournemouth neighbourhood and £3.7 million from the Poole neighbourhood.

Bournemouth and Poole Neighbourhoods - Capital programme

108. As with the general fund, planned capital spend across both HRA neighbourhoods was reprofiled significantly in quarter three. This adjustment was made to reflect the ongoing impact of Covid-related pressures on the deliverability of the HRA capital programme. The original budget for 2021/22 estimated £56.5 million capital spend. This was reduced to £41.5 million in quarter three. Actual capital spend for the year is £38.5 million, which is 93% of quarter three projection.
109. As with the general fund, unspent approved capital budget from 2021/22 will be reprofiled into 2022/23 capital programme.
110. Work on major capital projects across both neighbourhoods has progressed steadily – including Sterte Court and Project Admiral in the Poole neighbourhood, and Moorside Road, Luckham Road / Charminster Way, Mountbatten Gardens, Templeman House, Cabbage Patch and Ibbertson Way in the Bournemouth

neighbourhood. Both neighbourhood capital programmes have required approval of additional capital budget for schemes underway. This is a result of inflationary pressures on materials and labour – the impact of Covid / Brexit on the market. Sterte Court cladding works undertaken in Poole neighbourhood benefitted from £3.0 million of external government grant funding.

111. The HRA invested £13.2 million in its annual programmed maintenance programme in 2021/22 (£6.4 million in the Bournemouth neighbourhood and £6.8 million in the Poole neighbourhood). Principal areas of investment include £3.0 million in building improvements (including doors, roofing, and lifts), £2.7 million in its kitchen and bathroom replacement programmes, £1.8 million in heating and hot water systems, £1.6 million in window replacement and £1.1 million in disabled adaptations.

HRA capital programme financing 2021/22

112. Unlike the general fund, the HRA relies significantly on its own reserves to fund delivery of its annual capital programme. Figure 7 summarises sources of funding applied to 2021/22 capital spend:

	2021/22 £'000
Government grant	3,101
Right to buy receipts	3,484
s106 housing contributions	785
External funding	7,370
HRA new build reserves	12,746
HRA major repairs reserve	18,392
Prudential borrowing	0
HRA funding	31,138
HRA capital programme funding	38,508

113. The HRA received £3.4 million of government capital grant funding specifically for cladding works at Sterte Court, of which £3.0 million has been utilised in 2021/22.
114. Whilst many HRA approved business cases for major capital projects assume the use of prudential borrowing, the HRA has been able utilise the HRA newbuild reserve in lieu of borrowing, with £2.4 million of funding change during the year. This has the benefit of reducing the Council's overall capital financing requirement by an equivalent amount as well as saving the HRA borrowing interest costs.
115. HRA reserves are built up from revenue contributions each year and are ringfenced to the HRA. As at 31 March 2022 the HRA has retained reserves of £11.5 million – including the newbuild reserve and major repairs reserve.

Financial risks in the HRA capital programme

116. Whilst Sterte Court cladding works are nearing completion, there is some risk that additional capital budget will need to be approved in 2022/23 to complete the scheme. Additional scaffolding costs and construction delays have led to the

deferment of contract end date. This has potential financial implications for the final contracted sums owed. An update on the final position and relevant budget approvals where required will be sought in the quarter one 2022/23 council budget monitoring reporting.

Companies and partner organisations

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

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

Bournemouth Building & Maintenance Ltd (BBML)

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

120. Turnover for the financial year was £8.9 million compared with budget of £7.4 million. Net profit for the year is £0.32 million, which is in line with budgeted net profit of £0.27 million. Broadly speaking BBML generates around 3.8% net profit on its annual turnover.

121. BBML pays the Council an annual dividend of £0.1 million.

122. Retained profit reserves of £0.78 million (after payment of annual £0.1 million dividend) have accumulated over time. Whilst retained profit reserves are earmarked to fund potential future BBML cost pressures, there is scope to make additional one-off dividend payment to the Council in 2022/23. This would help mitigate the emerging impact of cost-of-living pressures.

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

Seascope Group Ltd

124. Seascope Group Limited owns two subsidiaries, Seascope South Limited and Seascope Homes and Property Limited.

125. The core activities of Seascope South Limited (SSL) are undertaking adaptations and conversions to non-council owned property. These are funded through disabled facility grants (DFG). Building maintenance and construction services are also provided, utilising the council's internal Construction Works Team (CWT).

126. Turnover for the financial year for SSL was £1.0 million, which is in line with the budget of £1.0 million. Provisional profit before tax is £0.1 million compared with a budget of £0.04 million, resulting predominantly from greater surpluses from works completed by CWT in the year.

127. Retained profit reserves of £0.2 million are estimated as at 31 March 2022. To date no dividends have been paid to Seascope Group Limited.

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

129. Turnover for the financial year for SHPL was £1.4 million, which is in line with the budget of £1.4 million. Provisional profit before tax of £0.03 million is expected, which is also in line with budgeted expectation of £0.03 million.
130. The results of the subsidiaries are combined to form the results of Seascope Group Limited (SGL). The provisional turnover for SGL was therefore £2.4 million (budget £2.4 million). Provisional profit before tax of £0.1 million is in line with budgeted profit before tax for the two subsidiaries.
131. Due to the materiality level for the council's statement of accounts, Seascope Group will not be consolidated into the group accounts.

Charities

132. The council has close links to three charities, the Five Parks Charity, Lower Central Gardens Trust and Russell-Cotes Art Gallery & Museum Charitable Trust.
133. Due to the materiality levels for the council only Lower Central Gardens Trust will be included in the council's group accounts. Materiality is assessed with reference to the size of the asset base in the balance sheet.

The Bournemouth Development Company LLP

134. Bournemouth Development Company LLP ("BDC") is a joint venture between the Council and wholly owned subsidiary of Morgan Sindall Investments Ltd.
135. BDC is an active development partner and regeneration catalyst for the delivery of the Bournemouth Town Centre Vision.
136. BDC has a different year end to the council, consequently the figures incorporated in the council's group accounts rely on an amalgamation of the pro rata amount from the joint venture's 31 December 2021 yearend figures and from the quarter 1 management account information to 31 March 2022. Figures are not available to include in this report due to differing financial reporting years.

Tricuro

137. Tricuro is a group of two companies established under local authority trading company principles to undertake a range of adult social care services on behalf of the now two local authorities in Dorset. Staff transferred from each of the local authorities to the new company with the aim of improving service provision and efficiency.
138. It is structured as a care company (Tricuro Limited) and a company providing support services (Tricuro Support Limited), with management through a joint Board. Tricuro Support Limited holds the contractual relationships with the two commissioning councils, as well as the property leases and support services agreements.
139. Each authority owns one ordinary share in Tricuro Support Limited, which in turn owns 100% of the equity of Tricuro Limited.
140. The turnover of Tricuro in 2021/22 was £44.3 million, with £17.6 million (40%) attributable to the contract with BCP Council, £23.2 million (52%) from the contract with Dorset Council, £1.5 million (3%) from independent fee and charges and £2 million (5%) from specific COVID-19 related funding.

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

Aspire Adoption

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

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

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

145. BCP contribution to the partnership is £1.2 million with Dorset Council contributing £0.9 million.

Scenarios

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

Summary of financial implications

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

Summary of legal implications

148. The recommendations in this report are to comply with the council's financial regulations with attention drawn to significant budget variances as part of good financial planning to ensure the council remains financially viable over the current year and into the future.

Summary of human resources implications

149. There are no human resources implications from the recommendations in this report.

Summary of sustainability impact

150. There are no sustainability impacts from the recommendations in this report.

Summary of public health implications

151. The council is seeking to maintain appropriate services for the vulnerable as well as improve the sustainability of services important for the wellbeing of all residents.

Summary of equality implications

152. Budget holders are managing their budgets with due regard to equalities issues.

Summary of risk assessment

153. Monthly budget meetings to consider key aspects of the council's operations overall will continue to take place over 2022/23, including a separate meeting to monitor the financial position of children's services under its new leadership.

Background papers

Cabinet papers:

February 2021 – papers for budget 2021/22

[http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4260&Ver=4&\\$LO\\$=1](http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4260&Ver=4&LO=1)

29 September 2021 – 2021/22 quarter one budget monitoring report

[http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4836&Ver=4&\\$LO\\$=1](http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4836&Ver=4&LO=1)

15 December 2021 – 2021/22 quarter two budget monitoring report

[http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4839&Ver=4&\\$LO\\$=1](http://ced-pri-cms-02.ced.local/ieListDocuments.aspx?CId=285&MId=4839&Ver=4&LO=1)

9 February 2021 - 2021/22 quarter three budget monitoring report

[http://ced-pri-cms-02.ced.local/mgChooseDocPack.aspx?ID=4841&\\$LO\\$=1](http://ced-pri-cms-02.ced.local/mgChooseDocPack.aspx?ID=4841&LO=1)

Appendices

Appendix A1 Budget variances greater than £100,000 2021/22

Appendix A2 General fund revenue summary March 2022

Appendix B Schedule of earmarked reserves March 2022

Appendix C Capital investment programme 2021/22 narrative by directorate

Appendix D1 Summary of HRA revenue budget monitoring for 2021/22

Appendix D2 Summary of HRA capital budget monitoring 2021/22

This page is intentionally left blank

Appendix A1: 2021/22 - Budget Variances Greater than £100,000

Adult Social Care & Public Health

Budget	Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Covid Pressures				
Care packages	Increased cost of care packages from legacy hospital discharge arrangements during the pandemic.	1,482	2,717	1,235
Health contributions	New NHS funding for health needs following hospital discharges	(750)	(750)	0
Employees	Additional resources to manage the discharge to assess scheme at existing pace	164	132	(32)
Other Pressures and Savings				
Care packages	Demand for care and residential fees not as high as expected in final quarter	2,167	(130)	(2,297)
CHC	Continuing health care refunds	(442)	(1,732)	(1,290)
Client Contributions	Client contribution additional income	(543)	(385)	158
Employees	Employee savings due to recruitment difficulties / increased use of grants for staffing	(1,046)	(1,379)	(333)
Tricuro main contract	Savings in services delivered by Tricuro.	(202)	(987)	(785)
Other	Other miscellaneous variances	(287)	(1,022)	(735)
Total Adult Social Care & Public Health		543	(3,536)	(4,079)

Children's Services

Budget	Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Covid Pressures				
Care Packages	Social Care high-cost care placements and associated expenditure	3,961	4,519	558
Employees	Agency - international recruitment	350	350	0
Employees	Contracts for additional social workers	1,165	1,360	195
Other Pressures and Savings				
Employees	Social care staffing pressures - high use of social work agency and interim staff for service improvement net of DfE grant of £0.4 million	2,521	2,824	303
Employees	Quality & performance team staffing pressures for service improvement	427	275	(152)
Employees	Director of Education other staffing including vacancy budget allowance not achieved due to prompt recruitment	205	207	2
Employees	SEND additional staff following inspection and pressures in team	506	272	(234)
Employees	Business support and case management system team from delayed staff restructuring	947	807	(140)
Transport	SEND and Mainstream costs due to further rise in caseload	799	935	136
Other	SEND legal costs from tribunals and other payments	124	173	49
Other	Other smaller miscellaneous items	(319)	(352)	(33)
Other	Reduction on commissioned services	(150)	(150)	0
Other	Family investment fund - alternative funding method (contain outbreak management fund)	(1,000)	(1,000)	0
Other	Application of troubled families grant reserve	(417)	(514)	(97)
Other	Additional contribution from Public Health for duties delivered by Children's services.	0	(350)	(350)
Total Children's Services		9,119	9,356	237

Place Operations

Budget	Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Covid Pressures				
Environment - Bereavement	Reduced demand impacting cremation income	794	755	(39)
Environment - Waste	Anticipated increase in trade waste bad debts not required	329	(13)	(342)
Communities - grant	Self-isolation support met from other grants (COMF)	(935)	(713)	222
	Other Items Below £100k.	134	74	(60)
Other Pressures and Savings				
Communities	Regulatory services delayed restructure to next year	253	253	0
Communities	Community safety service delayed restructure	233	212	(21)
Communities	Community engagement	110	98	(12)
Communities	Private Sector Housing - debt provision review	15	(118)	(133)
Environment	Fleet costs	246	150	(96)
Environment	Arboriculture contract pressure	179	204	25
Environment	Reduced cost of residual waste, improved waste income	209	(86)	(295)
Environment	Greatly improved Lower Gardens mini-golf income, rent income recovered ahead of expectations	266	(134)	(400)
Environment	Grounds Maintenance - recharge of salaries	(100)	(136)	(36)
Environment	Drop kerb income	(291)	(165)	126
Environment	Queens Park Golf	4	(176)	(180)
Environment	Additional subscriptions garden waste	(468)	(202)	266
Environment	Reduced cost of refuse collection	(23)	(356)	(333)
Environment	Transfer of allowable expenditure to capital budget	235	(1,158)	(1,393)
Environment	Tonnages and disposal price below budget	(1,869)	(2,432)	(563)
Transport & Engineering	Building control reduced fee income	393	515	122
Transport & Engineering	Transport Development - reduced use of agency	(69)	(141)	(72)
Transport & Engineering	Passenger Transport	(55)	(208)	(153)
Transport & Engineering	Concessionary fares - formula driven payments to providers less than expected	(350)	(652)	(302)
Transport & Engineering	Transport network including backlog income/ capitalisation / lower transfer to reserves	(283)	(958)	(675)
Transport & Engineering	Parking services - step change in post covid recovery	(2,360)	(4,319)	(1,959)

Budget	Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Housing	Strategic housing increase in bad debt provision	0	140	140
Housing	Garages & photovoltaic panels - additional R&M spend	(100)	(5)	95
Housing	Allowance for non-repayment of rent deposits net of reduced telecare income	(303)	(64)	239
Housing	Cold weather grant income	0	(140)	(140)
Housing	Net rental income from Seascope Homes & Properties	0	(150)	(150)
Housing	Housing Options - in-year revenue grant utilisation	0	(170)	(170)
Housing	Housing Delivery Team (CNHAS feasibility)	(100)	(205)	(105)
Housing	Risk & Improvement - underspend on staffing and overheads	(300)	(341)	(41)
Housing	In-house team - supplies and services	(287)	(652)	(365)
Housing	Other Items below £100k	0	(205)	(205)
Destination & Culture	TwoRiversmeet Leisure Centre	23	(95)	(118)
Destination & Culture	Smugglers Cove Adventure Golf	0	(98)	(98)
Destination & Culture	BH Live - increased profit share	(124)	(264)	(140)
Destination & Culture	Upton Country Park	(35)	(381)	(346)
Destination & Culture	Seafront - Beach huts. Main variance is unspent maintenance	(238)	(820)	(582)
Destination & Culture	Seafront - operations & trading - main variance is unspent maintenance	(380)	(1,130)	(750)
	Other Items Below £100k.	227	451	224
Total Operations		(5,020)	(13,835)	(8,815)

Resources & Chief Executive Office & Transformation

Budget	Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Facilities Management*	Additional repairs & maintenance	350	231	(119)
ICT	Reduced ICT revenue spend - including desktop replacement	0	(488)	(488)
Law & Governance	Democratic Services - additional school appeals income and reduced Member related spend	0	(333)	(333)
Law & Governance	Legal Services - staff vacancies and reduced external counsel support	0	(232)	(232)
Other Finance	Additional pension costs	0	177	177
Chief Executive Office & other resource areas	Other Items below £100k*	452	520	68
Revenues & Benefits	Underspends on Revenue and Benefits team	0	(283)	(283)
Transformation	Shortfall in transformation savings target of £7.5m	5,090	3,549	(1,541)
Transformation	Reprofile of transformation spend	(1,400)	(1,416)	(16)
Total Resources & Chief Executive Office & Transformation		4,492	1,725	(2,767)

* £50k library underspend previously included within operations directorate

Central Items

Budget		Explanation	Dec Variance 2021/22 £000s	March Variance 2021/22 £000s	Change Variance 2021/22 £000s
Covid Pressures					
Covid Pressures Grant		Release of residual Covid 19 grant	(8,193)	0	8,193
Reserves		Release of sales, fees and charges grant reserve 2020/21	(1,402)	0	1,402
Covid Pressures Grant		Sales, fees and charges grant 2021/22	(1,338)	(1,340)	(2)
Other Pressures and Savings					
Dividend Income		Company dividend including Tricuro dividend	(387)	(402)	(15)
Interest paid and received		Higher cash balance than anticipated coming into the year with less requirement for short term borrowing.	(619)	(791)	(172)
Release of provision		Release of part of provision for dilapidation works on Council Assets	(200)	0	200
Capital Programme		20/21 outturn report decision to release £2.9 million from capital resources and replace with borrowing	(2,900)	0	2,900
Company Provision		Contribution to provision for BDC Winter Garden Project due to ongoing viability demands	5,200	5,200	0
Release of historic balance		Release of historic balances from Bournemouth Borough Council CFI company	(500)	(474)	26
Release of Contingency		Release of uncommitted contingency - high vacancy level reduced call for pay award.	(2,053)	(2,822)	(769)
Misc Corporate Items		Under £100k items	0	114	114
Total Corporate Items			(12,392)	(515)	11,877
Total	All Services and Central items		(3,258)	(6,805)	(3,547)

This page is intentionally left blank



BCP Council - General Fund Summary 31 March 2022

Directorate	Revenue	Working Budget £'000	Actual Outturn £'000	Outturn Variance £'000
Adult Social Care	Expenditure Total	218,346	228,307	9,961
	Income Total	(101,634)	(115,131)	(13,497)
Adult Social Care Total		116,712	113,177	(3,536)
Children's Services (excl DSG)	Expenditure Total	82,305	90,750	8,445
	Income Total	(12,017)	(11,105)	912
Children's Services Total		70,288	79,645	9,357
Operations	Expenditure Total	150,085	168,639	18,554
	Income Total	(92,527)	(124,917)	(32,390)
Operations Total		57,558	43,722	(13,835)
Resources & Chief Executive Office	Expenditure Total	163,268	163,989	721
	Income Total	(114,702)	(115,831)	(1,129)
Resources Total		48,567	48,159	(408)
Transformation (inc target savings)	Expenditure Total	22,537	2,621	(19,916)
	Income Total	(22,049)	0	22,049
Transformation Total		488	2,621	2,133

Total Net Cost of Service		293,613	287,324	(6,289)
----------------------------------	--	----------------	----------------	----------------

Corporate Items

Provision for repayment (MRP)		9,948	9,948	0
Company Provision		0	5,200	5,200
Pensions		5,163	5,095	(68)
Interest on borrowings		3,181	2,696	(485)
Contingency		2,822	0	(2,822)
Movement to reserves		688	688	0
Levies (Environment Agency / Fisheries)		599	606	7
Apprentice Levy		565	670	105
Revenue expenditure on surplus assets		267	267	0
Other Expenditure		0	176	176
Corporate Items	Expenditure Total	23,234	25,347	2,113

Corporate Items

Investment property income		(5,103)	(5,103)	0
Income from HRA		(949)	(1,061)	(112)
Other Grant Income		(945)	(1,125)	(180)
Interest on cash investments		(45)	(351)	(306)
Dividend Income		(100)	(502)	(402)
Movement from Reserves - Refinancing of Capital Programme		(25,078)	(25,078)	0
Movement from Reserves - Review of inherited resources		(4,738)	(4,738)	0
Movement from reserves - S31 NNDR Grant - offsets NNDR Deficit below		(36,612)	(36,612)	0
Movement from reserves - Council Tax / NNDR Losses Grant		(1,021)	(1,021)	0
Movement from reserves - Covid Sales, Fees and Charges		0	0	0
Furlough Claim		0	(31)	(31)
Release of historic balance		0	(474)	(474)
Other Income		(41)	(134)	(93)
Corporate Items	Income Total	(74,632)	(76,230)	(1,598)

Net Budget Requirement		242,215	236,442	(5,773)
-------------------------------	--	----------------	----------------	----------------

Funding

Council Tax Income		(214,542)	(214,541)	1
Business Rates Income		(57,480)	(57,170)	310
Revenue support grant		(3,022)	(3,022)	0
New Homes Bonus Grant		(2,563)	(2,563)	0
LCTS Grant 2021/22		(3,833)	(3,835)	(2)
Lower Tier Service Grant 2021/22		(445)	(445)	(0)
Sales, fees and charges compensation 2021/22		(1,649)	(2,989)	(1,340)
Top Slice Covid Pressures Grant 2021/22		(1,030)	0	1,030
Release of Residual Covid Grants Tranche 5		0	(1,030)	(1,030)
Collection Fund Deficit Distribution (Council Tax)		2,027	2,027	0
Collection Fund Deficit Distribution (NNDR)		40,322	40,322	(0)

Total Funding		(242,215)	(243,247)	(1,032)
Net Position		0	(6,805)	(6,805)

This page is intentionally left blank

Appendix B - BCP Council - Earmarked Reserves

Detail	31/03/21 Actual Balances £000's	Actual movement £000's	31/03/22 Actual Balances £000's	Estimated movement £000's	31/03/23 Estimated Balances £000's	Estimated movement £000's	31/03/24 Estimated Balances £000's
(A) - Financial Resilience Reserves	(53,114)	10,681	(42,433)	26,264	(16,169)	14,828	(1,341)
(B) - Transition and Transformation Reserves	(16,334)	2,000	(14,334)	14,334	0	0	0
(C) - Asset Investment Strategy Rent, Renewals and Repairs	(2,215)	(775)	(2,990)	0	(2,990)	0	(2,990)
(D) - Insurance Reserve	(3,500)	0	(3,500)	0	(3,500)	0	(3,500)
(E) - Held in Partnership for External Organisations	(3,685)	(908)	(4,593)	2,497	(2,096)	100	(1,996)
(F) - Required by Statute or Legislation	(547)	(156)	(703)	(145)	(848)	(145)	(993)
(G) - Planning Related	(1,064)	310	(754)	344	(410)	0	(410)
(H) - Government Grants	(8,619)	(2,573)	(11,192)	6,266	(4,926)	1,369	(3,557)
(I) - Maintenance	(1,452)	51	(1,401)	409	(992)	13	(979)
(J) - ICT Development & Improvement	(1,009)	(417)	(1,426)	658	(768)	10	(758)
(K) - Corporate Priorities & Improvements	(2,096)	(401)	(2,497)	351	(2,146)	527	(1,619)
Sub Total Earmarked Reserve Balance	(93,635)	7,812	(85,823)	50,978	(34,845)	16,702	(18,143)
(Hi) - Government Grants (Covid)	(18,448)	8,869	(9,579)	7,312	(2,267)	1,021	(1,246)
(Hii) - NNDR Covid Grants	(40,409)	22,408	(18,001)	0	(18,001)	18,001	0
(Ki) - Covid recovery resources	(1,318)	313	(1,005)	405	(600)	300	(300)
Sub Total Covid Earmarked Reserve Balance	(60,175)	31,590	(28,585)	7,717	(20,868)	19,322	(1,546)
Total Earmarked Reserve Balance	(153,810)	39,402	(114,408)	58,695	(55,713)	36,024	(19,689)

(A) - Financial Resilience Reserves

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Designed to provide the Council with the ability to manage any emerging issues recognising the Council has been operating for two financial years, of which one was significantly impacted by Covid. Includes reserves to enable the management of the MTFP and resources which provide mitigation against the pandemic relating expenditure.							
Refinancing of the Capital Programme Reserve - step 1	(25,106)	25,106	0	0	0	0	0
MTFP Mitigation Reserve	(13,228)	4,450	(8,778)	8,778	0	0	0
MTFP Mitigation Reserve- annual review of reserves	0	(1,914)	(1,914)	1,914	0	0	0
Regeneration Priorities	0	(3,156)	(3,156)	1,815	(1,341)	0	(1,341)
Cleaner Greener Safer	0	(439)	(439)	439	0	0	0
Outturn 2021/22	0	(6,805)	(6,805)	3,286	(3,519)	3,519	0
Covid 19 Financial Resilience Reserve	(9,982)	0	(9,982)	9,982	0	0	0
Financial Services Capacity system development	(50)	0	(50)	50	0	0	0
20/21 Refinancing capital not applied to 21/22 outturn	0	(2,900)	(2,900)	0	(2,900)	2,900	0
Refinancing of the Capital Programme Reserve - step 2	(4,748)	4,748	0	0	0	0	0
Covid 19 grant upsent moved into financial resilience reserves	0	(8,409)	(8,409)	0	(8,409)	8,409	0
Financial Resilience Reserves	(53,114)	10,681	(42,433)	26,264	(16,169)	14,828	(1,341)

(B) - Transition and Transformation Reserves

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Resources set aside to support the one-off change costs of associated with creating the new council and meeting the Councils costs associated with the transformation programme.							
Transformation mitigation Reserve	(14,149)	0	(14,149)	14,149	0	0	0
Contribution from outside the General Fund towards transformation	(2,000)	2,000	0	0	0	0	0
BCP Programme Resources Pay & Reward Strategy	(185)	0	(185)	185	0	0	0
Transition and Transformation Reserves	(16,334)	2,000	(14,334)	14,334	0	0	0

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

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Resources set aside as part of the process of managing annual fluctuations in the rent, landlord repairs and costs associated with the councils commercial property acquisitions as set out in the Non Treasury Asset Investment Strategy.							
Asset Investment Strategy Rent, Renewals and Repairs	(2,215)	(775)	(2,990)	0	(2,990)	0	(2,990)

(D) - Insurance Reserve

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Reserve to enable the annual fluctuations in the amounts of excesses payable to be funded without creating an in-year pressures on the services. Subject to ongoing review by an independent third party.							
Insurance Reserve	(3,500)	0	(3,500)	0	(3,500)	0	(3,500)

(E) - Held in Partnership for External Organisations

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Amounts held in trust on behalf of partners or external third party organisations.							
Dorset Waste Partnership	(202)	0	(202)	0	(202)	0	(202)
Dorset Adult Learning Service	(564)	(88)	(652)	200	(353)	0	(353)
Stour Valley and Poole Partnership	(1,055)	(794)	(1,849)	1,849	0	0	0
CCG Emotional Wellbeing and Mental Health	(408)	330	(78)	78	0	0	0
Local Economic Partnership	(1)	1	0	0	0	0	0
Flippers Nursery	(89)	(99)	(188)	0	(188)	0	(188)
Adult Safeguarding Board	(44)	(23)	(67)	0	(67)	0	(67)
Dorset Youth Offending Service Partnership	(409)	(127)	(536)	100	(436)	100	(336)
Music and Arts Education Partnership	(348)	(59)	(407)	0	(407)	0	(407)
Youth Programme	(50)	0	(50)	0	(50)	0	(50)
Bournemouth 2026 - West Howe Bid	(45)	0	(45)	0	(45)	0	(45)
Better Care Fund	(270)	0	(270)	270	0	0	0
Brain in hand (Sec 256 with Health)	(74)	74	0	0	0	0	0
Aspire Adoption Partnership	0	(90)	(90)	0	(90)	0	(90)
Local Safeguarding Partnership Board	0	(33)	(33)	0	(33)	0	(33)
Charter Trustees	(126)	0	(126)	0	(126)	0	(126)
Held in Partnership for External Organisations	(3,685)	(908)	(4,593)	2,497	(1,997)	100	(1,897)

(F) - Required by Statute or Legislation

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with current accounting practice or legislative requirements.							
Building Regulation Account	(128)	(11)	(139)	0	(139)	0	(139)
Bournemouth Library Private Finance Initiative (PFI)	(538)	(145)	(683)	(145)	(828)	(145)	(973)
Carbon Trust	119	0	119	0	119	0	119
Required by Statute or Legislation	(547)	(156)	(703)	(145)	(848)	(145)	(993)

(G) - Planning Related

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Reserves designed to support planning processes and associated planning activity where expenditure is not incurred on an even annual basis.							
Local Development Plan Reserve	(644)	160	(484)	344	(140)	0	(140)
Planning Hearing and Enforcement Reserve	(123)	50	(73)	0	(73)	0	(73)
Other Planning Related Reserves	(297)	100	(197)	0	(197)	0	(197)
Planning Related	(1,064)	310	(754)	344	(410)	0	(410)

(H) - Government Grants

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Amounts which the council is required to hold as a reserve in line with specific grant conditions.							
Government Grants	(8,619)	(2,573)	(11,192)	6,266	(4,926)	1,369	(3,557)
COVID 19 Government Grants	(18,448)	8,869	(9,579)	7,312	(2,267)	1,021	(1,246)
NNDR Covid Grants	(40,409)	22,408	(18,001)	0	(18,001)	18,001	0
Total Unspent Grants	(67,476)	28,704	(38,772)	13,578	(25,194)	20,391	(4,803)

(I) - Maintenance

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Reserves and sinking funds designed to support maintenance investments in specific services or assets.							
Corporate Maintenance Fund	(251)	0	(251)	0	(251)	0	(251)
Other Maintenance Related Reserves	(1,201)	51	(1,150)	409	(741)	13	(728)
Maintenance	(1,452)	51	(1,401)	409	(992)	13	(979)

(J) - ICT Development & Improvement

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Resources set aside to meet various ICT improvement projects							
ICT Development & Improvement	(1,009)	(417)	(1,426)	658	(768)	10	(758)

(K) -Corporate Priorities & Improvements

	31/03/21 Actual £000's	Actual Movement £000's	31/03/22 Actual £000's	Estimated Movement £000's	31/03/23 Estimated £000's	Estimated Movement £000's	31/03/24 Estimated £000's
Purpose: Amounts set aside to deliver various priorities, some of which will be of a historical nature inherited from the predecessor authorities.							
Capital Feasibility and Small Works Fund	(107)	91	(16)	16	0	0	0
Local Elections Reserve	(357)	(170)	(527)	(170)	(697)	527	(170)
Other Corporate Priorities & Improvements	(1,632)	(322)	(1,954)	505	(1,449)	0	(1,449)
Covid recovery resources	(1,318)	313	(1,005)	405	(600)	300	(300)
Corporate Priorities & Improvements	(3,414)	(88)	(3,502)	756	(2,746)	827	(1,919)

This page is intentionally left blank

Capital investment programme (CIP) – 2021/22 highlights by directorate

1. **Adults Social Care £1.9 million** – BCP invested £1.9 million (through the Better Care Fund) in integrated community care equipment to further promote independent living at home. A business case is being prepared for the provision of Extra Care Housing under the Council Newbuild Housing and Acquisition Strategy (CNHAS) programme.
2. **Children's Services £7.8 million** – In February Council approved an additional £3.4 million capital budget for planned repairs and maintenance, urgent works, climate change/low carbon reduction, design fees for both maintained schools and the SEND programme.

Hillbourne School – A further £5.4 million was spent on Hillbourne new school building in 2021/22, with completion and handover of the new Primary school building to the school in November 2021. The council approved £9.5 million capital budget to construct the new school building, around £4.7 million of which was to be funded from the transfer of surplus playing field land from the school (council) to the Housing Revenue Account (HRA) for housing development. This transfer is now expected to take place in 2022/23, subject to final confirmation from the Secretary of State.

Residual planned works at Bournemouth Learning Centre (BLC) delivered by the Academy progressed at pace during 2021/22 with a spend of £0.9 million. These works will be completed in 2022/23.

St Aldhem's Academy - £0.6 million for a new building (the Annexe), new science lab, new catering room and recently renovated art room was successfully completed in the year to schedule and within capital budget approved.

The final payment of £0.3 million was made to the Cornerstone Academy (formerly Carter Community School). This was a major programme of works at a cost of £7.3 million delivered in partnership with United Learning Trust. The project delivered a 2 form entry expansion including a new general teaching block, technology classrooms, and drama studio, improved and remodelled learning resource centre, science labs, toilets, and staff room, SEND and one to one support facilities, external dining facilities, and improved access routes and circulation routes through the school.

Winchelsea Special School - Recent condition surveys for Winchelsea school buildings highlighted the need for improvement works across the school site. The council has nominated the school for inclusion within the government's school rebuilding programme. The outcome of this process is expected in October 2022. The Service intends to bring a report to Cabinet by September 2022, which will include a summary of all issues and proposed course of action, including funding implications.

Somerford Primary School – The creation of a Winchelsea satellite is in line with the Council's SEND strategy. A report on planned works is being prepared for

Member consideration and approval in Summer 2022, with a view to completing the works in summer 2023.

3. **Highways £26.7 million** –£15.3 million of capital spend was invested in 2021/22 in the Transforming Cities Fund (TCF) programme. This programme delivers approved highways improvements to facilitate sustainable means of travel across the conurbation. During 2021/22 several sections of the sustainable and cycle corridors were completed. This included sections in Bournemouth Gardens, Whitelegg Way, Kings Park, Rigler Road and Queen Anne Drive. This has introduced 6 new crossings (toucan and parallel), 6.4km of new cycle lanes, 3 new bus shelters with RTI, 3 new street lighting schemes and 3 wayfinding schemes.

Around £4.8 million of the total TCF spend related to TCF grant funded works delivered by Dorset council. The programme is funded with £79 million TCF grant together with local contributions from BCP and Dorset councils. In partnership with Dorset Council and the DfT, the programme is monitored closely regarding the impact of market inflationary pressures on deliverability of the remainder of the programme.

In addition to the TCF programme a further £11.4 million was spent delivering non-TCF highways improvements. This represents routine and structural highways and bridges capital maintenance funded predominantly from Local Transport Funding (LTP) and pothole grant together with Challenge Fund grant and some local contribution. Spend included a further £1.3 million on the Ferndown-Wallisdown-Poole corridor which is a scheme that benefited from DLEP grant financing in prior years. Around £1.1 million was spent on Challenge fund schemes and £1.7 million on highways improvements undertaken across the conurbation by Neighbourhood Services.

4. **Coastal Protection £2.5 million** – BCP coastal protection programme is delivered in partnership with the Environment Agency. Spend in 2021/22 included £1.4 million further investment in the ongoing Poole Bay Beach Management programme and £0.4 million to progress Poole Bridge to Hunger Hill (PB2HH).
5. **Regeneration £4.7 million** – This included further investment of £3.2 million in the Lansdowne Business District public realm scheme (funded by DLEP grant and local contribution via developer funding). Phases 1 and 2 are close to completion, the art installation being the principal outstanding works. Further funding for future phases of the scheme is yet to be approved.

Work on relocating the Skills and Learning Service from Oakdale to the Dolphin Centre began in 2021/22. Spend of £0.6 million was incurred with a further £0.8 million profiled to complete the scheme in 2022/23.

6. **Major Development £11.1 million** – The council spent £9.5 million on the Carter's Quay project which is a Build to Rent (BTR) scheme to provide 161 new homes and ancillary ground floor residential amenity and commercial space funded by prudential borrowing.

£1.4 million was spent on the delivery of two of the ten Towns Fund projects, namely Smart Places and Kings Park which included the purchase of the Bournemouth Indoor Bowls Club. Other funds were spent on small scale improvements to the precinct and project and business case development, for the projects approved in the Towns

Investment Plan, including feasibility work on the Royal Arcade and Phase 1 Masterplan.

Additionally, The Futures Fund approved £5.87m for the Smart Place Gigabit Fibre Scheme. The purpose of this investment is to install a core gigabit fibre network, which will be owned by the council, and which can be used to serve key Council buildings and assets across the BCP area. Not only will this help to reduce future revenue costs associated with leasing fibre for the council's WAN network, the fibre can also be used to help serve other council functions such as controlling traffic signals and connecting existing and new CCTV networks. The core fibre network can also be used to support the deployment of future Smart Place infrastructure and devices. £2.6m has also been allocated to supporting the improvements at Pokesdown train station.

7. **Destination and Culture £4.9 million** – This included a total of £3.3 million spent on the seafront development programme of which £1.4 million related to the Durley Chine Environmental Innovation Hub. This project benefited from Coastal Communities Fund grant and has made good progress. Additional capital budget is potentially required to complete the project, with a report from the service expected in due course.

The Bistro on the Beach redevelopment scheme with an approved capital budget of £6.8m has incurred spend of £0.5 million during 2021/22. As the costs of delivery have risen since original approval the service will be presenting a revised business case for additional funding to deliver the full project scope.

Seafront electric BBQs – £0.2 million spend (of a £0.3 million planned budget) was incurred on the project in 2021/22. Whilst phase 2 was due to be completed by the end of May 2022, there have been project delays from difficulties sourcing materials. Installations are either underway or complete at Branksome Chine, Urban Reef, Fisherman's Walk, and the Portman's Ravine. Future BBQs proposed to be installed at Durley, Bistro on the Beach and Sandbanks Pavilion.

A further spend of £0.7 million during 2021/22 saw the completion of the cliff stabilisation works at Canford Cliffs.

The council's cultural programme benefits from Heritage Fund (HF) grant funding for several schemes. A total of £1 million was spent on the following HF schemes during the year: Upton Country Park Discovery project (which includes a new Welcome Centre), Poole Museum final phase of round one bid which culminated in successful award of £2.2 million HF grant which will help to fund major works to the museum, further works on Highcliffe Castle project.

8. **Housing £6.1 million** – The council approved its Council Newbuild Housing & Acquisition Strategy (CNHAS) in November 2021 with £2.6 million spent under this programme in 2021/22, the majority of which was on the acquisition of 1 bedroom flats under the Rough Sleepers Accommodation Programme (RSAP).

Pre-construction has begun at Princess Road which will see the provision of a new hostel and private rented sector accommodation.

Final spend of £1.2 million was incurred at the start of the financial year on completion of 'Treetops' private rented sector housing development (St Stephen's). Properties

are leased to Seascope Homes & Properties Limited. There has been strong demand for these properties, with high occupancy rates.

A further £0.5 million was spent on the Bourne Community Hub in 2021/22.

£1.2 million was spent on the Council's ongoing Disabled Facilities Grants programme (through the Better Care Fund).

9. **Estates £1 million** - This represents spend on hard facilities management across the authority and includes investment in the maintenance of BH Live assets and delivery of a decarbonisation programme funded by Salix grant.
10. **Environment £8.1 million** – The council spent £5.6 million as part of its Sustainable Fleet Management Strategy (approved in September 2021 and funded by prudential borrowing.) This was an underspend of around £4 million against profiled budget which is now added to the 2022/23 profiled allocation. There may be a need for additional budget to be approved over the course of the MTFP in response to increased acquisition prices and supply delays.

£1.9 million was invested in Parks and Open Spaces. This included progression of the Poole Park miniature railway and Fernheath Playing fields pavilion schemes, and completion of the Poole Park Heritage Funded scheme, Kings Park Athletics track and facilities upgrade, and a new aviary in Bournemouth Lower Gardens.

11. **Resources £3.4 million** – The Accommodation strategy programme facilitating the move to new civic office accommodation in Bournemouth continued to progress with a spend of £2.9 million during the year. Further works are required to complete the programme this year which will include the Coroners Service at Poole civic centre and remodelling of BCP Civic Space (West Wing).

The ICT investment plan incurred spend of £0.3 million with a further £0.6 million due in 2022/23. This is in addition to the £4.3 million which is due to be spent this year as part of the Transformation programme's improvements to agile working arrangements, back up and security, and data management.

Appendix D1

HRA Bournemouth Neighbourhood - Revenue Account 2021/22

	budget £000	forecast £000	actuals £000	Dec variance £000	March variance £000	Change variance £000
Income						
Dwelling rents	(22,879)	(22,879)	(22,851)	0	28	28
Non-dwelling rents	(149)	(149)	(145)	0	4	4
Charges for services and facilities	(482)	(587)	(758)	(105)	(276)	(171)
Contributions to expenditure	(60)	(90)	(161)	(30)	(101)	(71)
Other income	0	0	0	0	0	0
Total income	(23,570)	(23,705)	(23,915)	(135)	(345)	(210)
Expenditure						
Repairs and Maintenance	5,782	5,782	6,318	0	536	536
Supervision and Management	6,144	5,689	5,709	(455)	(435)	20
Rent, rates, taxes and other charges	220	240	198	20	(22)	(42)
Bad or doubtful debts	188	188	76	0	(112)	(112)
Capital financing costs (debt management costs)	75	75	75	0	0	0
Depreciation	6,878	6,878	6,869	0	(9)	(9)
Net interest payable	2,487	2,127	2,127	(360)	(360)	(0)
Total expenditure	21,774	20,979	21,371	(795)	(403)	392
Net operating (surplus) / deficit	(1,796)	(2,726)	(2,544)	(930)	(748)	182
Appropriations to reserves						
Transfer to/from HRA reserve	1,796	2,726	2,544	930	748	(182)
Total appropriations	1,796	2,726	2,544	930	748	(182)
(Surplus) / deficit	0	0	0	(0)	(0)	0

HRA Poole Neighbourhood - Revenue Account 2021/22

	budget £000	forecast £000	actuals £000	Dec variance £000	March variance £000	Change variance £000
Income						
Dwelling rents	(20,357)	(20,400)	(20,396)	(43)	(39)	4
Non-dwelling rents	(43)	(27)	(32)	16	11	(5)
Charges for services and facilities	(1,390)	(1,359)	(1,392)	31	(2)	(33)
Contributions to expenditure	(54)	(54)	(54)	0	0	0
Other income	(273)	(266)	(499)	7	(226)	(233)
Total income	(22,117)	(22,106)	(22,373)	11	(256)	(267)
Expenditure						
Repairs and Maintenance	4,031	4,030	4,031	(1)	0	1
Supervision and Management	6,235	6,509	6,462	274	227	(47)
Rent, rates, taxes and other charges	162	162	160	0	(2)	(2)
Bad or doubtful debts	197	197	32	0	(165)	(165)
Capital financing costs (debt management costs)	107	107	107	0	0	0
Depreciation	4,665	4,665	4,768	0	103	103
Net interest payable	3,072	3,233	3,120	161	48	(113)
Total expenditure	18,469	18,903	18,680	434	211	(223)
Net operating (surplus) / deficit	(3,648)	(3,203)	(3,693)	445	(45)	(490)
Appropriations to reserves						
Transfer to/from HRA reserve	3,648	3,203	3,693	(445)	45	490
Total appropriations	3,648	3,203	3,693	(445)	45	490
(Surplus) / deficit	0	0	0	0	0	0

Appendix D2

HRA Bournemouth Neighbourhood - Capital programme 2021/22

	original budget £000	budget adjustment £000	Dec forecast £000	actual £000	variance £000
Major projects - construction					
Moorside Road	2,873	(873)	2,000	2,061	(61)
Templeman House	2,750	(2,084)	666	493	173
Craven Court	1,750	(1,750)	0	5	(5)
Duck Lane Phase 2	1,600	(1,250)	350	8	342
Wilkinson Drive	1,450	(901)	549	80	469
Cabbage Patch Car Park	1,400	(900)	500	113	387
Northbourne Day Centre	1,388	(738)	650	268	382
Luckham Road/Charminster Road	1,212	(60)	1,152	977	175
Princess Road	750	0	750	155	595
Mountbatten Gardens	433	(107)	326	438	(112)
Ibbertson Way	264	(145)	119	119	0
Clifford Road Garages	117	(41)	76	77	(1)
Major projects - feasibility					
Constitution Hill	130	(50)	80	14	66
Barrow Drive Garages	99	(99)	0		0
Heart of West Howe SRT	60	(40)	20		20
31 Alma rd	30	0	30	6	24
Chesildene Drive Play Area	0	10	10	8	2
Godshill Close	0	1	1	5	(4)
Beaufort Park/Cranleigh road	0	20	20	1	19
Surrey Road	0	0	0	7	(7)
Urgent Feasibility works	40	30	70	8	62
Other					
Purchase and Repair - generic code	1,324	(324)	1,000	490	510
Capitalised salary costs	0	420	420	529	(109)
sub-total major projects	17,670	(8,881)	8,789	5,862	2,927

Planned maintenance					
External standard doors	350	0	350	103	247
Fire safety programmes	600	0	600	106	494
Kitchen replacement programme	850	0	850	803	48
Heating & hot water systems	650		650	672	(22)
Bathrooms	900	0	900	586	314
Building envelope	0	0	0	0	0
Electrical and lighting works	150	0	150	488	(338)
Door entry system	50	0	50	25	25
Structural repairs and works	35	0	35	17	18
Lift improvements & replacements	140	0	140	179	(39)
Outbuildings (inc garages)	65	0	65	0	65
Asbestos	0	0	0	0	0
Insulation / Energy conservation / Environmental	110	0	110	152	(42)
Windows	1,000	0	1,000	943	58
Building external works	665	0	665	547	118
Boundaries, communal areas, hardscapes, drainage	0	0	0	3	(3)
Roofing	300	0	300	470	(170)
Bedroom extensions	200	0	200	10	190
Plastering	0	0	0	0	0
Housing & Health Safety Cat 1 & 2	0	0	0	0	0
Disabled adaptations	550	0	550	761	(211)
Minor works	145	0	145	213	(68)
Sheltered sites	0	0	0	0	0
Contingency	350	0	350	0	350
Capitalised salaries	336	0	336	333	3
sub-total planned maintenance	7,446	0	7,446	6,411	1,035

total capital programme	25,116	(8,881)	16,235	12,273	3,962
--------------------------------	---------------	----------------	---------------	---------------	--------------

Percentage budget capital programme spend (as % of forecast) 76%

HRA Poole Neighbourhood - Capital programme 2021/22

	original budget £000	budget adjustment £000	Dec forecast £000	actual £000	variance £000
Major projects - construction					
Cladding	3,079	(159)	2,920	3,040	(120)
New Build - Infill Projects	1,100	(1,077)	23	10	13
New Build - Extra Care	0	0	0	0	0
New Build - Montacute	0	5	5	6	(1)
Old Town Tower Block Works	13,552	(2,302)	11,250	11,811	(561)
Herbert Avenue Modular	2,335	(2,287)	48	19	29
Cynthia House	2,175	(935)	1,240	1,703	(463)
Sprinkler Installations	213	(5)	208	180	28
Hillborne School Development	75	8	83	169	(86)
Moorview Garages Development	0	0	0	0	0
Egmont Road	0	0	0	15	(15)
Sopers/Cavan Crescent Development	0	0	0	2	(2)
Other					
Small Projects/Acquisitions	1,500	1,294	2,794	2,362	432
New computer system	250	0	250	135	115
sub-total major projects	24,279	(5,458)	18,821	19,452	(631)

Planned maintenance					
External standard doors	172	0	172	168	4
Fire safety programmes	481	40	520	498	22
Kitchen replacement programme	863	0	863	949	(86)
Heating & hot water systems	1,219	0	1,219	1,110	109
Bathrooms	272	0	272	343	(71)
Building envelope	318	0	318	359	(41)
Electrical and lighting works	405	20	425	367	58
Door entry system	27	0	27	13	14
Structural repairs and works	8	38	45	44	1
Lift improvements & replacements	18	(18)	0	0	(0)
Outbuildings (inc garages)	45	(25)	20	19	1
Asbestos	95	10	105	134	(29)
Insulation / Energy conservation / Environmental	155	55	210	228	(18)
Windows	637	0	637	673	(36)
Building external works	290	(285)	5	23	(18)
Boundaries, communal areas, hardscapes, drainage	150	(35)	115	149	(34)
Roofing	305	(55)	250	245	5
Bedroom extensions	0	0	0	0	0
Plastering	79	16	95	114	(19)
Housing & Health Safety Cat 1 & 2	138	(98)	40	20	20
Disabled adaptations	360	(110)	250	340	(90)
Various programmes (under £100k)	154	101	255	345	(90)
Sheltered sites	100	(90)	10	29	(19)
Contingency	250	(250)	0	0	0
Capitalised salaries	611	0	611	611	(0)
sub-total planned maintenance	7,151	(687)	6,464	6,782	(318)

total capital programme	31,430	(6,145)	25,285	26,234	(949)
--------------------------------	---------------	----------------	---------------	---------------	--------------

Percentage budget capital programme spend (as % of forecast) 104%

CABINET



Report subject	Medium Term Financial Plan (MTFP) Update
Meeting date	22 June 2022
Status	Public Report
Executive summary	<p>This report:</p> <ul style="list-style-type: none"> • Presents the latest medium-term financial plan (MTFP) of the council to reflect government announcements since the February 2022 budget report and updated assumptions. • Proposes a financial strategy to support the delivery of a legally balanced budget for 2023/24. • Proposes a budget planning process and timeline for key financial reports. • Recognises the positive outturn from the 21/22 financial year end, the impact of the cost-of-living crisis, and the improvement in some of the key risk areas as identified in the setting of the 22/23 budget.
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ol style="list-style-type: none"> 1) Endorse the updated MTFP position as set out in paragraph 15 2) Approve the financial strategy as referenced in paragraph 21. 3) Acknowledge the cost of living and other operating pressures likely to impact in 2022/23 and future years. 4) Acknowledge the potential mitigation strategy in respect of cost of living and 2022/23 financial pressures. 5) Approves the timeline for key financial reports during 2022/23 as set out in appendix A. 6) Recommend to Council that the second homes premium and revisions to empty homes premium be approved subject to their confirmation via the Levelling Up and Regeneration Bill.
Reason for recommendations	To comply with accounting codes of practice and best practice which require councils to have a rolling multi-year medium term financial plan.

	<p>To provide Cabinet with the latest high-level overview of the medium-term financial plan.</p> <p>To present a proposed financial strategy to support the delivery of a balanced budget for 2022/23.</p>
Portfolio Holder(s):	Councillor Drew Mellor, Leader and Portfolio Holder for Finance & Transformation
Corporate Director	Graham Farrant, Chief Executive
Report Author	<p>Adam Richens:</p> <p>Chief Finance Officer and Director of Finance</p> <p>☎01202 123027 ✉ adam.richens@bcpcouncil.gov.uk</p>
Wards	Council-wide
Classification	For Decision

Background

1. The 2022/23 budget as presented to Council in February 2022 was a bold, confident, and dynamic, budget with the following key features.
 - a) Delivered a freeze to the core element of the council tax, accompanied by a 4% increase due to the adult social care precept.
 - b) Invested £12.3m extra in the council's highest priority area, children's services (excluding council pay base changes). This takes the gross annual increase in revenue spending on children's services to £20.8m over the last two years.
 - c) Invested £12.1m extra in adult services and therefore to the most vulnerable members of our community (excluding council pay base changes). This takes the gross annual increase in revenue spending on adult services to £25.1m over the last two years.
 - d) Continued to support £5.271m per annum of gross on-going investments in corporate priorities approved as part of the 2021/22 budget of the council. This includes investment in regeneration, highway maintenance, street cleansing, arts and culture, and community safety.
 - e) Invested £101k per annum to cover the annual operating costs of a health hub for homeless people.
 - f) As a one-off for 2022/23 invested £8.2m in new additional council priorities. This included £3.1m in the Cleaner, Greener, Safer programme, £1.7m in Summer Response Initiatives, and a £0.6m increased investment in road maintenance including pothole works.
 - g) As a one-off for 2022/23 invested £1.5m to improve the council's customer services prior to their transformation.

- h) Doubled the annual investment in the response to the Climate Change and Ecological Emergency to £480k per annum.
 - i) Created a £20m Green Futures Fund to enable the council to continue to support the community response to the impact of the pandemic alongside its commitment to becoming carbon neutral by 2030. This is in addition to the £50m Futures Fund and £10m Special Educational Needs and Disability (SEND) capital allocation included in the 2021/22 budget proposal. These commitments are being funded through additional council borrowing financed through the revenue budget of the council.
2. Within such context it is important to recognise the 2022/23 budget included numerous risks each of significant value. These risks can be summarised as follows.
- a) To enable the council to transition to a more streamlined authority post transformation, the utilisation of £66.2m of council reserves, including the quarter three £3.3m projected surplus for 2021/22, to support the 2021/22 and 2022/23 approved budgets of the Council.
 - b) A projected funding gap for 2023/24 of £28.2m (excluding the impact of a 2.99% restriction in the proposed growth for both Adults and Children's services). The Council's plan to address this adjusted net funding gap, being to generate significant additional revenue receipts from new commercial models.
 - c) The growing deficit on the Dedicated Schools Grant (DSG) with specific reference to the High Needs Budget which was projected to be £37.4m on 31/3/23 which would be higher than the £31.3m projected total general fund reserves (earmarked and unearmarked). Currently there is a statutory instrument in place which allows councils to ignore the deficit on the DSG, but this expires on the 31 March 2023. Councils are not permitted to operate with negative reserves.
 - d) An assumption that £61m of capital receipts will be generated to fund the councils £67.9m transformation programme. The budget assumed that a significant capital receipt will be delivered in 2022/23 from the securitisation of the beach hut income stream.
 - e) Councils are not normally allowed to fund revenue expenditure from capital receipts. However specific Flexible Use of Capital Receipts legislation allows the council to do so where it specifically relates to the government's definition of transformation and where a saving is clearly defined. The budget assumed this legislation would be extended to the 31 March 2025 as previously indicated by government despite the regulations having not been formally enacted beyond 31/3/22. The assumption was that the regulations when approved would be materially unaltered.
 - f) That Council will subsequently agree to the refinancing of its Urban Regeneration Company (BCP FuturePlaces Ltd) and issue them with a working capital loan facility of circa £8m within the context of a revised Business Plan.
 - g) Council will deliver £4m in unitemised transformation savings and £5.4m in service-based savings in 2022/23.

Cost of Living Crisis

- 3. An additional risk since the 2022/23 budget was approved in February 2022, is the fact that inflation has continued to increase rapidly driven by the post pandemic

economic environment and the war in Ukraine. The Spring Statement in late March indicated that inflation this year would increase to 8% CPI and 10.3% RPI. This compares to the 3.7% CPI forecast assumed in the 2021 Autumn Budget and the 3.1% CPI for September 2021 used to underpin numerous budget assumptions for 2022/23 such as the pay award and the increase on housing rents. The Council will be particularly exposed in respect of rising energy costs, especially electricity (street lighting / leisure centres / owned building) and gas, and contracts which include inflationary causes such as waste disposal. To emphasise the volatility, the price of electricity and gas increased by 80% within a single 24-hour period after February. The resultant financial challenge will be felt by both our community, be those residents or businesses, and directly by the Council with costs significantly above those assumed in the budget.

4. In March 2022 the Chancellor of the Exchequer announced certain measures designed to help communities respond to these unexpected pressures. Included were two notable arrangements to be delivered by local authorities namely.
 - Expansion of the Household Support Fund. BCP has been allocated £2.653m to cover the period 1 April 2022 to 30 September 2022. The grant must be split 1/3rd to support households that include a person who has reached state pension age, 1/3rd to support households that include a person under 19 years of age, and 1/3rd to assist other households. The primary purpose of the grant is to support with the costs of food, energy, water, and other essential living needs.
 - Energy price support in the form of a £150 Council Tax Rebate for households in council tax bands A to D with an additional discretionary scheme to support vulnerable people and individuals on low incomes that do not pay council tax or pay council tax for properties in bands E to H. BCP has been given an initial allocation of £21.2m to cover the standard A to D scheme and a fixed sum of £816,000 for the discretionary scheme.

Payment of the £150 to 100,000 council taxpayers who pay by direct debit commenced in early May 2022. At the same time a postal invite was sent to 50,000 council taxpayers in bands A to D, who do not pay by direct debit, to apply on-line with support via libraries for those who are unable to apply on-line. In addition, an invite was sent to Local Council Tax Support Scheme (LCTSS) and Disablement reduction payers in council tax bands E to H to apply under the discretionary scheme. Consideration will be given to further phases of the discretionary scheme to ensure the fixed sum is fully allocated.

In addition, the Bank of England raised interest rates firstly to 0.75% and then to 1% on 5 May 2022 with further increases in the coming months widely anticipated. There was also a warning that the war in the Ukraine could push inflation even higher than the 8% CPI and 10.3% RPI previously quoted. This was proven when the April rates of inflation were published in May 2022 with CPI at 9% and RPI at 11.1%.

5. Regarding the cost-of-living crisis and its direct impact on the expenditure base of the council. Simon Clarke, Chief Secretary to the Treasury, made a clear statement at the end of March that there will be no cash to bail out public sector budgets hit by soaring inflation. The Chancellor of the Exchequer did though revise and extended the support to individuals and households on the 26 May 2022.
6. Appendix B to this report sets out the potential £13.3m impact of both the cost-of-living crisis and other service pressures are expected to have on the council's

budget for 2022/23. Besides the increase in energy costs, provision is also being made for the possibility that the pay award will be 4% for 2022/23 which is the minimum Local Government Employers advised councils to expect in a statement in earlier May 2022. On the 6 June the unions submitted their pay claim for 2022 for a minimum increase of £2,000 or the current rate of RPI, which ever is greater, on all spinal column points.

Recognising the severity of the impact early action has been taken to manage its impact. This included a series of Budget Challenge meetings in April and May between the councillors who form the Cabinet and senior officers. Appendix B also sets out the details of the potential mitigations that will enable the Council to address the financial challenge in 2022/23. These have been established based on the expectation that Portfolio Holders and Service Managers take all reasonable steps to manage within their delegated budgets with an overall expectation of collective responsibility across the council. All mitigations will be processed in accordance with the council's constitution with specific reference to services schemes of delegation. These costings will be kept under constant review due to their volatility and the likelihood they could further vary in either direction as the year unfolds.

Councillors should also acknowledge the ongoing impact the cost-of-living crisis will have on the budget proposals for future years. As an example, the potential impact is an additional £18.7m cost pressure in 2023/24. It should be emphasised that these are subjective projections at this stage and detailed analysis of the forecast cost pressures in relation to the inflationary environment will be conducted as we look to firm up the estimates for next financial year over the period to February 2023. The impact will be especially acute as several of the potential mitigations are time limited in nature.

Update on the risks associated with the 2022/23 Budget

7. It should be noted that these risks are being reviewed almost weekly by a group including the Leader, Deputy Leader, and a number of Senior Officers of the Council.

8. Financial Outturn for 2021/22

The budget for 2022/23 assumed that a surplus of at least £3.3m would be generated in 2021/22 which would be placed in a specific earmarked reserve at year-end (31 March 2022) and used to finance the 2022/23 Budget.

The final outturn for the year was a surplus of £6.8m which was an improvement compared to that assumed as part of the quarter three monitoring report. This outturn should be seen in the context of the influence and uncertainty caused by the global pandemic, the fact that the 2021/22 budget approved the drawdown of £30m in reserves, as well as considering the size of an authority with gross general fund revenue expenditure of approximately £800m per annum. This outturn was also achieved without drawing down certain earmarked reserves, additional those agreed as part of the approved budget, identified during the course of the financial year which had specifically been made available to support both the councils transition through the pandemic and the refinancing of the capital programme, as previously intended.

As set out in the 2021/22 Financial Outturn report presented elsewhere on the 22 June 2022 Cabinet agenda the additional resources will be used in support of the anticipated impact that the cost-of-living crisis is expected to have on the council in the period to 31 March 2024.

The additional surplus established in quarter four includes.

- a) significant progress in the Adult Social Care continuing healthcare workstream which government suspended during the global pandemic.
- b) earlier recovery in the key income streams of the council which had been suppressed by the council as part of the 2021/22 budget due to the pandemic.
- c) additional efficiencies recognised as part of the transformation programme.
- d) Further capitalisation of costs which are then financed by borrowing.

9. Reserves

Unearmarked Reserves

Set aside to help manage the risk to the council's financial standing in the event of extraordinary or otherwise unforeseen events and to mitigate the underlying risk associated with the operation of the council and the management of service expenditure, income, and the council's funding.

In approving the budget for 2022/23 the council, as a matter of prudence, made the decision to improve the absolute level of its unearmarked reserves. Provision was made for £0.7m to be added to these reserves in each of the 5 years of the medium-term financial plan to 31 March 2027. Consequentially the intention is to increase the £15.3m 31 March 2022 balance to £16m as of 31 March 2023.

Appendix C sets out how these reserves levels compare to other upper tier local authorities. This comparison has been undertaken based on both an absolute level and as a percentage compared to net revenue expenditure (NRE). In absolute terms it indicates that BCP are consistently just above the average. On a percentage compared to NRE it shows that despite the investment the percentage has dropped from 5% to 4.7% which puts us on the lower side of the median. Caution does though need to be taken as all things being equal the council would expect its NRE to be reduced once the full extent of the £44m of transformation savings has been delivered. It will also be influenced by the inclusion of a significant amount of one-off expenditure in the 2022/23 budget. Although there is no set formula for deciding what levels of unearmarked reserves are adequate the Chartered Institute of Public Finance and Accountancy (CIPFA) previous indicated 5% of NRE as a recommended minimum level. Unearmarked reserves would need to be increased by £1.184m to increase them from 4.7% to the 5% level.

The strategy continues to be to increase the councils unearmarked reserves by £0.7m per annum subject to an annual review as part of the budget process.

Earmarked Reserves

Set aside for specific purposes including those held in support of various partnerships where the council is the accountable body, reserves committed to supporting the 2022/23 budget of the Council, reserves which represent government grants received in advance of the associated expenditure, reserves held on behalf of third parties and several reserves the council is required to hold in line with statute or its own governance requirements.

As set out in Figure 2 below the Council had earmarked reserves of £114m as at the 31 March 2022. Off this the majority (£40m) relates to government grants received in advance of the actual expenditure including £18m specifically to mitigate the impact that various Covid business rates reliefs will have of the council's business rates

collection fund. It should also be borne in mind that the 2022/23 budget assumed that £36m would be drawn down from the Financial Resilience and Transition/Transformation earmarked reserves to finance the approved level of expenditure.

The financial strategy supporting the development of the 2022/23 budget, as proposed later in this document, sets out the intention to fundamentally review each of the earmarked reserves to ensure that funds are not being tied up unnecessarily. The intention from the review is where appropriate to release these resources to support the proposed budgets of the council. This approach will though need to acknowledge the relationship between the total reserves (unearmarked and earmarked) and the deficit on the Dedicated Schools Grant which when combined is not permitted to be negative.

10. Flexible Use of Capital Receipts legislation.

The Department for Levelling Up, Housing and Communities (DLUHC) announced on the 4 April 2022 updated direction and statutory guidance to extend the freedom to use eligible capital receipts to fund transformation revenue project costs that deliver ongoing savings, to 31 March 2025.

The guidance remains broadly in line with those that operated previously although the government have set out that only statutory redundancy costs of posts given up to release a saving can now be funded under this mechanism. They have though helpfully confirmed that this restriction does not apply to other severance costs, including pension strain costs.

Although there is a detailed formula, statutory redundancy pay is restricted to a maximum of £17,130 with this amount underpinned by the payment of £571 (assumed weekly pay) times 1.5 for each full year the individual was 41 or older capped at 20 years.

Regarding the £562k redundancy costs charged to transformation, in 2021/22 approximately £111k (20%) would have been ineligible if the new rules had applied. In future the council will need to cover this ineligible element as part of its based revenue budget. The average redundancy cost since BCP Council was formed in April 2019 amount to £51,165 per FTE excluding tiers 1/2/3

By way of process, in future, we will be required to submit any plans, approved by council, to use capital receipts to fund transformation revenue projects to the DLUHC in advance for each financial year. Updated documentation must also be sent if the council changes its plans during the year.

A risk remains in that in drafting this legislation DLUHC intended to encourage local authorities to dispose of surplus assets not to be inventive in the generation of capital receipts. They are in the process of reflecting on the councils' proposals to generate capital receipts from the disposal of beach huts.

11. Generation of capital receipts to fund the Transformation programme

The latest profile of the transformation programme and the associated funding strategy is set out in figure 1 below. This statement does not include the £3.4m in additional annual revenue operating costs, which increases to £4.5m in 2023/24, associated with this investment (operating systems and their licensing costs etc.) or the borrowing costs associated with the financing of the capital elements of the programme.

Figure 1: Transformation spend profile and funding strategy

Transformation Programme		2020/21	2021/22	2022/23	2023/24	2024/25	£m
		Actual £m	Actual £m	Estimate £m	Estimate £m	Estimate £m	
Capital Spend	Expenditure						
	Capital expenditure	1.19	0.05	0.92	1.16	1.43	4.75
		1.19	0.05	0.92	1.16	1.43	4.75
	Funding						
	Prudential Borrowing (funded from General Fund MRP)	0.00	0.00	(0.72)	(1.16)	(1.43)	(3.31)
	Prudential Borrowing (funded from HRA land tfr)	(1.19)	(0.05)	(0.20)	0.00	0.00	(1.44)
		(1.19)	(0.05)	(0.92)	(1.16)	(1.43)	(4.75)
Revenue Spend	Expenditure						
	One-off costs	0.31	5.32	15.57	3.70	1.93	26.83
	Redundancy costs	0.00	0.56	1.25	10.35	0.74	12.90
	Contingency	0.00	0.00	0.41	0.45	0.68	1.54
	Staff costs apportioned to Transformation	0.00	0.00	6.70	6.70	6.69	20.09
	Data & insight Capability	0.00	0.00	1.40	0.35	0.00	1.75
		0.310	5.880	25.330	21.550	10.040	63.11
	Funding						
	Assumed fundable by Capital Receipts	(0.31)	(3.88)	(25.33)	(21.55)	(10.04)	(61.11)
	Contributions from outside of the General Fund	0.00	(2.00)	0.00	0.00	0.00	(2.00)
		(0.31)	(5.88)	(25.33)	(21.55)	(10.04)	(63.11)
Total	Total expenditure	1.50	5.93	26.25	22.71	11.47	67.86
	Total funding	(1.50)	(5.93)	(26.25)	(22.71)	(11.47)	(67.86)

The investment programme remains at the £67.86m approved as part of the 2022/23 Budget as does the requirement to finance £61.1m from the application of the flexible use of capital receipts. As of 31 March 2022, this assumed capital receipts breaks down into three component parts.

- £5.9m of capital receipts already achieved.
- £12.4m of estimated but not yet delivered capital receipts realisable before 31 March 2025 from long-standing and incidental schemes.
- £42.8m minimum deliverable from the securitisation of a future income stream assumed to be realisable in 2022/23.

Looking at 2022/23 in isolation the council is anticipating spending £16m which will need to be financed from the capital receipt associated with the securitisation of the beach hut income stream. A separate report on this subject will be presented to July Cabinet supported by a specific scrutiny event.

As set out later in this report annual savings of £6.3m (£8.7m less £2.4m) have, as at the date of this report, been identified from the £7.43m investment in the transformation programme across 2020/21 and 2021/22.

12. Accumulating deficit on the Dedicated Schools Grant (DSG)

In April 2022 nine authorities, on top of a previous five, were told to make structural reforms to their special educational needs and disabilities (SEND) services in exchange for a government contribution towards their accumulated and projected deficits on their DSG. For example, Dorset Council (DC) will be given £42m over the period 2021/22 to 2025/26 as a contribution towards its projected DSG deficit which is expected to peak at £77.5m in 2026/27. The agreement requires DC to contribute £20m from reserves already earmarked for this purpose with the remaining £15.5m being funded from a combination of future council revenue budgets and through a school's block transfer of approximately £2.2m.

BCP Council has not been invited to be part of this "Safety Valve" arrangement instead we have been invited to take part in the governments "Delivering Better Value (DBV) in SEND" programme. This DBV is a 3-year voluntary transformation programme for authorities with growing deficits and is linked to Ofsted for those authorities with Written Statements of Action. Councils invited to be part of this programme will get access to resources to support the delivery of the reforms. DfE will not though provide any contributions towards their deficits.

As it stands the Council is having to cover the financial consequences of cash flowing the deficit. Additionally, there remains no indication that the government intend to extend beyond the 31 March 2023 the regulations which prohibit councils from recognising any financial consequence of the deficit. This means that the council could become liable for the accumulated deficit in the near future and need to tackle it from its own resources. The government are though aware that failure to extend the regulations could trigger widespread financial issues across the majority of local government and as such a national solution is needed.

A summary of the DSG deficit and its relationship to the Councils reserves is shown in Figure 2 below. The outturn of a cumulative DSG deficit of £20.3m as of 31 March 2022 was £0.4m lower than the £20.7m assumed as part of the 2022/23 budget report. Despite this and the more positive outturn for 2022/23 unless the regulations that allow the council to ignore the deficit on its DSG are extended the Section 151 Officer, and probably may others nationally, is likely to have to issue a section 114 notice for 2023/24 which would result in an immediate and severe curtailing of activity to the provision of non-statutory services.

Figure 2: Latest profile of estimated movements in reserves

	Balance Actual 31/3/21 £m	Balance Actual 31/3/22 £m	Balance Estimate 31/3/23 £m	Balance Estimate 31/3/24 £m	Balance Estimate 31/3/25 £m	Balance Estimate 31/3/26 £m	Balance Estimate 31/3/27 £m
Un-earmarked Reserves	15.3	15.3	16.0	16.7	17.4	18.1	18.8
Earmarked Reserves	153.8	114.4	55.7	19.7	17.7	17.9	17.9
Total General Fund Reserves	169.1	129.7	71.7	36.4	35.1	36.0	36.7
Dedicated Schools Grant (1)	(7.8)	(20.3)	(37.0)	(62.2)	(99.5)	(149.9)	(215.7)
Dedicated Schools Grant (2)	(7.8)	(20.3)	(37.0)	(57.6)	(80.2)	(102.3)	(121.7)
Net Position DSG1 – (Deficit)	161.3	109.4	34.7	(25.8)	(64.4)	(113.9)	(179.0)
Net Position DSG2 – (Deficit)	161.3	109.4	34.7	(21.2)	(45.1)	(66.43)	(85.0)

Total General Fund Reserves excludes the accumulating deficit (negative reserve) on the dedicated school's grant.

Line (1) represents how the DSG deficit would grow based on the current pattern of provision and growth, with no new state funded places being created beyond the 17 planned for September 2022 and further 60 from September 2023, and no actions to educate a greater proportion of pupils in mainstream schools.

Line (2) assumes that an additional 56 special school and resource-based places will be created in each of the 3 years following, starting from September 2024, that the growth in EHCPs will reduce from 10% per annum in 2021/22 to 5% from 2026/27, and the proportion of the growth in pupils educated in mainstream schools will increase from the current 10% to 50% in 5 years.

In both lines the same predictions for DSG funding growth have been used with the DfE providing the assumptions of 5% in 2023/24 and 3% for each year thereafter.

13. Refinance of BCP FuturePlaces Limited

A separate report which presents a revised business plan for BCP FuturePlaces Ltd is included elsewhere on this Cabinet agenda. In summary BCP FuturePlaces will no longer receive a guaranteed annual payment included in the revenue budget of the council. Instead, payments to the urban regeneration company will be by way of a professional fee on projects approved by the Council. This fee will then be capitalised as part of the costs of creating an asset and financed as per the specific project.

As part of the arrangement the Council will be asked to issue them with a working capital loan facility of circa £8m to cashflow the differential between costs being incurred and payment for successful project completion.

The approach increases the operational risk to the URC which will need to ensure that both the cost of their day business activity and costs incurred in bringing projects forward are covered by the professional fee on these projects and any other

income they are able to achieve. Ultimately this risk is retained by the council to the extent to which it is providing the working capital loan facility to the company.

It should also be highlighted that the Leader of the Council made a Portfolio Holder Decision in May to enable them to transition between the different methods of financing.

14. Assumed savings included in the base revenue budget for 2022/23

As part of the February 2022 budgeting setting report Council updated the profile of the savings to be delivered from the transformation investment programme by increasing the £7.5m assumed for 2021/22 by £1.2m to a target of £8.7m for 2022/23. These savings being broken down into 10 separate workstreams with the total estimate being in the range £26.7m to £43.8m with the higher end of the range continuing to be adopted in the overall financial planning of the authority.

At the time of setting the budget, of the £8.7m accumulated annual saving for 2022/23, £2.1m had already been delivered with the necessary adjustments to the budget made. A further £2.6m had been itemised which left £4m still to be itemised on a line-by-line basis.

As of 6 May 2022, a further £1.6m has been itemised which leaves £2.4m outstanding. Savings from the council's smarter structure process accounts for much of the additional itemised amount. In respect of the residual amount a significant proportion of this will be delivered by adopting a different operating model for the provision and management of business support services throughout the council.

In addition to the savings from the transformation investment programme the Council also budgeted for the delivery of £5.4m in service-based savings for 2022/23. A full listing was provided as Appendix 2b to the budget report and principally related to savings in Adults and Children's Services. Currently £2.7m of those savings are being flagged as at risk of delivery with this being the amount included in the cost of living and other service pressures work outlined earlier in this report. The £2.7m can be broken down as follows.

- £1.483m Children's Services Continuing Health Care contributions from health
- £0.750m Children's Services SEND Transport
- £0.469m Housing Services Council New Build Housing & Acquisitions Strategy

Ongoing management actions continues to be made in respect of these yet to be delivered savings.

15. Funding Gap for 2023/24 (Updated Medium Term Financial Plan Position)

Previous adjustments in respect of cost of services	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
Adult social care inc public health	11.4	10.8	8.1	8.5	38.8
Children's services	5.9	8.4	9.0	9.6	32.8
Pay Award - 2% per annum	3.5	3.6	3.6	3.6	14.4
Proposed transfer of revenue costs to transformation	0.0	0.0	6.7	0.0	6.7
Operations and Development Services	(2.0)	3.4	2.4	1.9	5.7
Pay and Grading Project - net revenue impact	0.0	9.1	(4.5)	0.0	4.6
Debt - Additional Capital (MRP & interest repayments)	1.0	1.5	0.8	0.4	3.7
Transformation - ongoing revenue costs	1.1	0.0	0.0	0.0	1.1
Pension fund – tri-annual revaluation impact	0.2	0.2	0.2	0.2	0.9
Contingency	0.2	0.1	0.0	0.0	0.3
Carters Quay Housing and Regeneration Scheme	0.1	(0.1)	(0.3)	(0.1)	(0.4)
Resource services	(1.7)	(0.0)	0.1	0.0	(1.6)
Income impacted by COVID-19	(1.9)	(1.4)	0.0	0.0	(3.3)
Total previous adjustments in respect of cost of services	18.0	35.6	26.0	24.2	103.8
Previously assumed adjustments in respect of resource levels					
Council tax – revenue - 2.99% per annum (1.99% basic + 1% SC precept)	(6.8)	(7.1)	(7.4)	(7.7)	(29.1)
Council tax - taxbase	(3.0)	(2.6)	(1.3)	(1.3)	(8.2)
Specific / ringfenced government funding changes	(0.4)	(0.4)	(0.4)	(0.4)	(1.5)
Investment income	(0.6)	(0.1)	(0.1)	0.0	(0.7)
Collection fund – (surplus) / deficit distribution net of S31 grant	4.8	(3.5)	0.0	0.0	1.3
Core government funding changes	3.3	0.0	0.0	0.0	3.3
Use of reserves one-off - only possible for 2022/23	36.1	1.0	0.0	0.0	37.2
Total previously assumed adjustments in resource levels	33.5	(12.7)	(9.2)	(9.4)	2.2
Previously assumed additional savings, and efficiencies					
Transformation savings	(10.0)	(25.2)	0.0	0.0	(35.2)
Following transformation, further net FTE reductions	0.0	0.0	(7.2)	0.0	(7.2)
Scheduled service based savings (includes Adults and Childrens services)	(5.5)	(6.2)	(2.8)	(2.6)	(17.0)
Unidentified Adult Social Care savings (2.99% growth restriction)	(5.0)	(4.9)	(3.1)	(3.7)	(16.6)
Unidentified Children's savings (2.99% growth restriction)	(2.8)	(6.0)	(6.5)	(7.0)	(22.2)
Total assumed annual extra savings and efficiencies	(23.3)	(42.2)	(19.6)	(13.2)	(98.3)
Annual – Net Funding Gap (based February 2022 budget report)	28.2	(19.4)	(2.7)	1.6	7.7
Cumulative MTFP – Net Funding Gap (as at February 2022)	28.2	8.8	6.1	7.7	
Changes since the 2022/23 Budget was set					
Cost of Living Impact - Additional service costs	18.7	0.0	0.0	0.0	18.7
Cost of Living Impact - Additional mitigation measures	(20.6)	16.3	0.9	0.0	(3.4)
Amicable dissolution of the SVPP revenue & Benefits partnership	(0.6)	1.1	0.0	0.0	0.5
Loan to CCG for the One Dorset Pathology Unit cancelled	0.5	0.0	0.0	0.0	0.5
Reform of LG Finance delayed - LG Service Grant	(2.3)	2.3	0.0	0.0	0.0
Reform of LG Finance delayed - New Homes Bonus	(0.2)	0.2	0.0	0.0	0.0
100% premium on second homes	0.0	(5.3)	0.0	0.0	(5.3)
Empty homes premium commence after 1 as opposed to 2-years	0.0	(0.9)	0.0	0.0	(0.9)
Total changes since the 2022/23 Budget was set	(4.5)	13.7	0.9	0.0	10.1
Annual – Net Funding Gap (latest June 2022)	23.6	(5.7)	(1.8)	1.6	17.8
Cumulative MTFP – Net Funding Gap (latest June 2022)	23.6	18.0	16.2	17.8	

16. For scaling purposes, the 2023/24 funding gap which is after the 2.99% restrictions to the growth in Adults and Children's Services, amounts to 9% of the Councils £272m Net Revenue Expenditure.

17. Adjustments to the MTFP between February 2022 and June 2022

a) Stour Valley & Poole Revenue & Benefits Partnership

In line with the 12 January 2022 Cabinet report Dorset Council gave formal notice on the 30 March 2022 that they wish to dissolve the Stour Valley & Poole Revenue and Benefits Partnership on the 31 March 2023. The negotiated amicable agreement with DC includes a requirement for them to pay BCP an upfront cash contribution of £1.1m in recognition of the sunk costs, estimated at £465k per annum, that BCP will be liable for after the date of termination. The MTFP has been updated for these transactions. BCP Council will also retain the SVPP reserve which will be included once further due diligence has been undertaken further to the 2021/22 financial outturn and any associated exit costs

b) Loan One Dorset Pathology Unit

In November 2019 Council agreed to lend The Royal Bournemouth and Christchurch NHS Foundation Trust £14.9m to finance the One Dorset Pathology Unit. This arrangement was put in place to support the self-financing business case in an NHS operating framework where access to capital resources was severely restricted. During March 2022 the NHS regulatory bodies stepped in and provided the loan to ensure resources were kept within the NHS.

Consequently the loan which the council were going to provide them at a 3.5% interest rate will not now progress with a revenue impact of up to a £500k pressure in 2023/24.

c) Fundamental reform of Local Government Finance

The major local government funding reforms are likely to be delayed from 2023/24 into a future year, possibly 2024/25 or even later. A roll-over settlement is therefore now more than likely for 2023/24 with any unringfenced government funding, such as the revenue support grant, allocated on the same basis as 2022/23. Consequently, the MTFP has been updated to include the assumption of certain, what were considered one-off unringfenced grants for 2022/23, now also being received in 2023/24. Most notably

- New Homes Bonus – previously assumed zero for 23/24 - latest assumption another one-off additional year payment of £191k.
- Local Government Service Grant – previously assumed a £2.3m reduction - latest assumption that the funding will be rolled over into 23/24 for an additional year only.

d) Impact of the Levelling Up and Regeneration Bill

As part of the draft Levelling Up and Regeneration Bill announced by Government as part of the May 2022 Queens Speech the Government set out two significant changes in respect of council tax.

- 1) To reinforce the incentive for owners to bring empty properties back into use, to reduce the qualifying period for the empty homes' premium from two-years to one-year from 1 April 2024 onwards.

- 2) To support councils in addressing the impact of second homes, to provide authorities the power to levy a council tax premium of up to 100%. Dwelling occupied periodically (there is no resident of the dwelling, and the dwelling is substantially furnished). To levy the premium an authority will need first to make a determination at least one-year before the beginning of the financial year to which it relates. Therefore, the financial year 2024/25 is the first year it could be applied from provided the determination is made by 31 March 2023 and to enact the determination the authority must publish a notice in at least one local newspaper 21 days before the determination date.

The MTFP assumes that these flexibilities will be endorsed by the Council acknowledging that the Levelling Up and Regeneration Bill is yet to be passed by Government. The current estimate is that the council will generate an extra £0.9m from the empty home's premium and £5.3m from the second homes premium. The estimate has been arrived at by taking 75% of the current assumed position and allowing for extra administration costs. This estimate will be subject to significant further due diligence especially in respect of the interpretation of what will be classified as a second home and how the categorisation is determined. The forecast has been constructed based on local knowledge around homes that used to get the 50% second homes council tax discount updated for any subsequent information gathered. There is currently no incentive for homeowners to make the council aware that a property is a second homes as they pay the same council tax rate as if it was their main residence.

Financial Strategy to support delivery of the 2022/23 Budget

18. The budget for 2023/24 and the MTFP should be seen in the context of a rolling, evolving process structured to enable the ongoing proactive management and prioritisation of the council's resources.
19. As a relatively new council, setting the budgets in the first four years has been a challenge due to the lack of complete historic data and trend information for the council as a single entity. There has been and will be ongoing uncertainty around any information that is available due to the impact and long-term consequences of the Covid-19 global pandemic and now the cost-of-living crisis.
20. The key dates in the 2023/24 budget setting process can be set out as follows.

22 June 2022	Cabinet – Quarter 4 / Financial Outturn 2021/22
22 June 2022	Cabinet - MTFP update report (including financial strategy)
28 September 2022	Cabinet - Quarter 1 2022/23 budget monitoring report
26 October 2022	Cabinet - MTFP update report
November 2022	Budget Café 1 (all councillor presentations)
14 December 2022	Cabinet - MTFP update report (including annual review of earmarked reserves)
14 December 2022	Cabinet - Quarter 2 2022/23 budget monitoring report
11 January 2023	Cabinet - Council tax 2023/24 tax-base report
12 January 2023	Audit & Governance Committee (Treasury Management Strategy 2023/24)

2 February 2023	Presentation to representatives from Commerce and Industry
8 February 2023	Cabinet - 2023/24 proposed budget and council tax setting
8 February 2023	Cabinet – Quarter 3 2022/23 budget monitoring
21 February 2023	Council – 2023/24 proposed budget and council tax setting

21. The council's financial strategy in support of the 2023/24 budget was set out as part of the 2022/23 budget report. This strategy focuses on generating significant additional revenue receipts from new commercial models to avoid the service cuts that would otherwise be needed.

By way of an update although the Council has not yet been presented with any proposal seeking authorisation for any new commercial models, professional advice has been engaged by BCP FuturePlaces and is due to report back in the summer of 2022.

As highlighted in the 2022/23 budget report any proposals to use complex capital transaction as a mechanism for balancing the 2023/24 budget needs to be treated with a high degree of caution. This is on the basis that the Prudential Code for Capital Finance in Local Authorities as enshrined in law via the Local Government Act 2003 clearly prohibits local government investing for commercial gain (yield).

Additional complementary elements of the financial strategy include.

Increase the Councils Debt Threshold (CFR)

As part of the financial strategy supporting the development of the 2022/23 budget the council in September 2021 approved a revision to its self-imposed debt threshold. This change recognised that our borrowing of £457m as of 31 March 2021, represented 160% of our Net Revenue Expenditure (NRE), and was towards the lower end of the third quarter when compared to upper tier authorities including metropolitan boroughs. The decision was to move our debt threshold to 257% of our NRE which would move the council to the mid-point average and support a debt level of £855m. There were two main drivers for extending the Council's debt threshold.

1) To enable service-based capital expenditure to be financed from debt with the cost spread over the time period that will benefit from the expenditure.

2) To support the big plan objective including the delivery of regeneration and housing business cases which will provide an ongoing resource base for the authority, as a minimum, once the borrowing is repaid.

As at the 31 March 2022 the Council has increased its current actual borrowing position to £487m and has now committed over the five-year period to 31 March 2027 to using all the current £855m threshold including those decisions outlined in May 2022 Cabinet and Council reports. This includes decisions in respect of the Futures Fund £50m, Carters Quay £46m, Green Futures Fund £20m, SEND Capital £10m, the multi-year investments in the Council New Build and Housing Acquisition Strategy, and the capitalisation of neighbourhood highway maintenance up to and including 2025/26.

The proposal now is to increase the Council debt threshold to £1.334bn which will represent 387% of our NRE and position us at the top of the 3rd quarter when compared to upper tier authorities including metropolitan boroughs. This headroom will provide the Council with a further £479m to support delivery of its Big Plan. It will

be allocated based on prudent business cases that take account of risk, support the levelling up agenda, and will be particularly focused on the delivery of housing or extra care housing related schemes, be that via the councils housing revenue account, or any BCP FuturePlaces Ltd or Bournemouth Development Company LLP led projects. It will not be invested in any commercial for yield activity.

Self-imposed debt levels are set against the Councils Capital Financing Requirement (CFR). Such levels are a requirement of the CIPFA Prudential Code and link into the prudential indicators agreed by Council based on recommendations of the Audit and Governance Committee who are responsible for the Treasury Management Strategy.

Following recommendations from the Public Accounts Committee CIPFA updated the Prudential Code in August 2021. One of the notable changes was that borrowing to fund solely for yield generating investments, from whatever funding source, is not permissible under the code as they represent an unnecessary risk to public expenditure. Borrowing to support service-based proposals, regeneration and housing continue to be permitted under the code. In these instances, authorities are advised to consider carefully whether they can demonstrate value for money and whether they can ensure the security of such funds. It should be noted that whilst some parts of a regeneration project may generate net income this income should be recycled within the project or applied to related regeneration projects, rather than applied to wider services.

DLUHC have made it clear that local authorities taking on excessive risk and any non-compliance with the framework will see increased interventions from government potentially leading to caps on borrowing. DLUHC also made it clear that they planned to better constrain the risks associated with complex capital transactions. This included credit arrangements, such as PFI deals or income strips, and financial derivatives. These types of arrangement can carry more risk than traditional forms of financing and require the right expertise to support effective decisions and risk management.

As part of this tightening DLUHC on the 12 May 2022 announced as part of its Levelling Up and Regeneration Bill, the proposal to address excessive risk arising from local authority investment and borrowing, while supporting local freedoms for investment. They propose a set metrics for local authorities including the following:

- proportionality of debt compared to the financial resources at the disposal of the authority.
- proportion of capital assets which are investments taken out to generate net financial return or profit.
- Whether the authority is meeting its statutory duty to make sufficient provision for debt repayment.
- proportion of debt held where the counterparty is not local or central government including credit arrangements and loans.
- Any other metric specified by regulations made by the secretary of state.

The proposals set out above also coincide with a further update to Public Works Loan Board (PWLB) guidance to address lending to authorities where there is a more than negligible risk of non-repayment. HM Treasury will be reviewing authorities that raise concerns and could mean limiting the loan term length generally offered or restricting lending altogether.

The Levelling Up and Regeneration Bill published on the 11 May 2022 proposes to amend the LG Act 2002 to give the Secretary of State powers to issue a “risk mitigation direction”. This could be issued if a council receives a section 114 notice, receives a capitalisation direction, or breaches one of the five capital risk thresholds set out above. Such directions could direct asset sales and limit council borrowing levels.

Audit and Governance Committee will be requested to endorse the further extension of the council's debt threshold as part of the Treasury Management Outturn report for 2021/22 at its July meeting. Assuming their endorsement the request will be presented to the 13 September Council meeting.

Recognising the acute financial challenges in the Councils current and future year budgets and demonstrating fiscal discipline it is recommended that no further borrowing is undertaken which is not supported by a self-funding business case. Therefore, it is recommended that no further commitments to debt be taken on which would require the general fund budget of the council to finance the revenue implications of taking on that additional debt.

Review of the Councils Collection Funds

The proposal is to undertake a fundamental and detailed review of the collection funds, both Council Tax and Business Rates, as the position starts to stabilise in a post pandemic environment.

Review of Earmarked Reserves

Annual review of earmarked reserves to ensure funds are not being tied up unnecessarily and where appropriate being released to support the proposed budgets of the council. The mitigation in support of the 2022/23 cost of living crisis already make provision for the significant release of earmarked reserves.

Levelling Up Implications

22. The government's ambition to level up the United Kingdom is about levelling up opportunity and prosperity and overcoming deep-seated geographical inequalities. It is also about levelling up people's pride in the places they love and seeing that reflected in empowered local leaders and communities.
23. On the 13 April 2022 BCP Council received notification of a three-year allocation (2022/23 to 2024/25) of £4.196m from the UK Shared Prosperity Fund (UKSPF) and for £1.723m for the adult numeracy programme (Multiply). An overall total of £5.919m.
24. The funding is designed to support three local priorities: communities and place, support for local businesses, and people and skills.
25. The council is now required to develop and submit to Government an investment plan with partners to set out how the funding will be targeted on local priorities and against measurable goals. This investment plan, once approved by Government, will allow the council to drawdown, and use the funding.

Options appraisal

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

Financial Implications

27. The financial implications of the MTFP and budget work now in hand are as outlined within the report.
28. The background documents section of this report provides a link to both the 2022/23 Budget Report and the associated statutory section 25 report from the Chief Financial Officer (CFO) which highlighted the numerous risks each of significant value taken in constructing the 2022/23 budget. Consequentially the CFO suggested an alternative budget configuration which he considered would better support the Council in 2022/23 and future years. Councillors duly considered and rejected the recommendations of the CFO.

Summary of legal implications

29. The council has a fiduciary duty to its taxpayers to be prudent in the administration of the funds it holds on their behalf and an equal duty to consider the interests of their community which benefit from the services it provides.
30. It is the responsibility of councillors to ensure the council sets a balanced budget for the forthcoming year. In setting, such a budget councillors and officers of the council have a legal requirement to ensure it is balanced in a manner which reflects the needs of both current and future taxpayers in discharging these responsibilities. In essence, this is a direct reference to ensure that Council sets a financially sustainable budget which is mindful of the long-term consequences of any short-term decisions.
31. As a billing authority, failure to set a legal budget by 11 March each year may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999. It should however be noted that the deadline is, in reality, the 1 March each year to allow sufficient time for the council tax direct debit process to be adhered to.

Summary of human resources implications

32. There are no direct human resource implications of this report. However, the MTFP and budget will have a direct impact on the level of services delivered by the council, the mechanisms by which those services are delivered and the associated staffing establishment.
33. This report acknowledges that the transformation programme and the actions necessary to manage future years funding gaps are likely to have an impact on future staffing levels.

Summary of sustainability impact

34. Consideration was given as part of the budget for 2022/23 of ways in which BCP Council could contribute to environmental improvements / targets and by example encourage this approach in those with whom it deals.
35. The 2022/23 budget included a £480,000 annual commitment in support of climate change and the climate and ecological emergency activity. In addition, it created a £20m Green Futures Fund to invest in local green infrastructure projects and support delivery against the commitment to be carbon neutral by 2030.
36. The accommodation and business transformation programmes underlying the MTFP will make the council more environmentally friendly through a reduced estate and

different ways of working, including the continued ability for staff to work effectively from home. This will reduce energy consumption and pollution levels as well as produce savings to protect services.

37. In addition to the environmental and social impacts of climate change, there is a risk to BCP Council of significant financial consequences if it fails to meet its declared climate targets. Council has pledged to become carbon neutral by 2030 as an organisation and lead the area to become net zero carbon ahead of the 2050 national target. Based on previous forecasts from the London School of Economics the council would have to incur costs of over £3m per annum to purchase the necessary offsetting carbon credits to meet the carbon neutral pledge in 2030. Clearly this cost will act as an incentive to the council to prioritise the activity and investment necessary to meet this priority.

Summary of public health implications

38. The 2022/23 budget included the aim to assist the council and its community address the legacy consequences of the global Covid-19 public health emergency.
39. Council continues to seek to maintain appropriate services for vulnerable residents as well as improve the sustainability of services important for the wellbeing of all residents.
40. Allowance continues to be made in the budget for personal protective equipment to protect staff and residents to ensure compliance with all guidance to be issued by Public Health England over time.
41. The Department of Health and Social Care have announced the public health grant allocations for 2022/23. Nationally the grant will be £3.417 billion a rise of 2.8% in cash terms. Locally public health is delivered via a pan Dorset service arrangement in partnership with Dorset Council. The local increases were as follows.

BCP Council £20.6m (£20.1m 2021/22)	2.8% increase
Dorset Council £14.6m (£14.2m 2021/22)	2.5% increase

Summary of equality implications

42. A full equalities impact assessment will be undertaken as part of the final February 2023 report to members as part of the annual budget process.

Summary of risk assessment

43. A significant level of uncertainty is associated with the government's financial planning framework, which delivered annual settlements for both 2021/22 and 2022/23 rather than the intended three-year timeframe.
44. Significant new models of funding local government are expected to impact over the MTFP period. This includes implementing changes signalled well before the start of the pandemic for business rates and adult social care, with it not yet possible to estimate the financial outcome for the council. It appears these models are highly unlikely to be implemented in 2023/24.
45. Significant assumptions have been made regarding the level of demand for council services, the associated costs, and the timing and level of savings to be delivered by the transformation programme and the implications of the cost-of-living crisis.

46. Specific risks assumed in the 2022/23 budget which will need to be continually monitored to determine their likely impact on the overall and ongoing financial resilience of the council include.
- Accumulated and growing deficit on the dedicated school's grant which for 2023/24 will be greater than the total reserves available to the council. Unless the current regulation that allows the council to ignore this position is extended this will mean the councils 151 Officer, and probably many others nationally, will be required to issue a s114 notice.
 - The underlying structural deficit with specific reference to the forecast £23.6m funding gap for 2023/24 which is 16% lower than the £28.2m assumed as part of the February 2022 budget report for 2022/23. It should be stressed that this assumes that the majority of the extra resources made available as part of the 2021/22 outturn is required to cover the currently assumed additional costs that will fall on the authority due to the cost-of-living crisis.
 - Requirement to deliver the savings assumed in both the 2022/23 budget and those assumed in the MTFP. As at the date of this report £2.4m of annual transformation savings and £2.7m of annual service-based savings remain to be delivered in 2022/23. Looking forward to 2023/24 the MTFP assumes an additional £10m of annual transformation savings (£18.7m cumulative annual total), a further £5.5m in itemised service-based savings, and £7.8m savings specific to the 2.99% growth restriction in Adults and Children's services, will need to be delivered.
 - The MTFP assumes that the council will generate £61.1m of capital receipts to fund the council's transformation programme via the flexible use of capital receipts regulations. Current profiling shows that £16m needs to be financed in 2022/23 from the securitisation of the beach hut income stream.
 - As highlighted in section 10 of this report DLUHC are reflecting on the councils' proposals to generate capital receipts from the disposal of beach huts.
 - At £16m the unearmarked reserves of the council are currently below the recommended 5% CIPFA minimum level.
 - Commitments to debt are currently at the council's threshold level accepting that a significant number of the underlying schemes are yet to commence. No further schemes which it is proposed be financed by borrowing can be agreed until such time as the debt thresholds have been extended by Council.
 - The delivery stage of a significant number of council capital projects are likely to commence or be built out in a period of high inflation and increasing interest rates. The viability of these schemes will need to be kept under constant review.
 - Government continues to tighten the legislative framework governing local authorities' ability to borrow as evidenced by provisions in the draft Levelling Up and Regeneration Bill, and update to both the Public Works Loan Board (PWLb) guidance and Prudential Code.
 - Social Care reforms will levy significant new responsibilities on local authorities as well as introducing a cap on care costs. There is a risk that the Government grant will be insufficient to cover the full cost associated with these reforms and the staffing needed to enable their delivery.

Background papers

47. February 2022 Budget report to Council

Appendix 3 s25 Reserves Report CFO

<https://democracy.bcpccouncil.gov.uk/ieListDocuments.aspx?CId=284&MId=4812&Ver=4>

Appendices

A MTFP timeline

B 2022/23 Variances from budget

C Benchmarking – Unearmarked Reserves

D Benchmarking – Capital Financing Requirement (Debt)

This page is intentionally left blank

Key Financial Reports - 2022/23 Budget Monitoring & 2023/24 Budget Timeline

Date	Event	Report Title / Action	Detail
22 June 2022	Cabinet	Medium Term Financial Plan (Update)	To include. <ul style="list-style-type: none"> • Update on MTFP • Impact of the Cost of Living • Proposed financial strategy including proposed revised debt cap • Budget process
22 June 2022	Cabinet	Financial Outturn Report 2021/22	Summary report covering the financial outturn for the third year of operation of BCP Council 2021/22.
31 August 2022		Corporate Directors & Service Directors	Deadline to produce a refresh of the MTFP baseline financial resource requirements for each service for the five-year period to the 31 March 2028
28 September 2022	Cabinet	Quarter One 2022/23 Budget Monitoring Report	First quarter (April to June) budget monitoring for 2022/23.

Date	Event	Report Title / Action	Detail
26 October 2022	Cabinet	Medium Term Financial Plan (Update)	To include. <ul style="list-style-type: none"> fundamental refresh of the MTFP progress towards delivering a balanced budget for 2022/23
27 October 2022	Audit & Governance	2021/22 Statement of Accounts	Report presents the 2021/22 statement of accounts for BCP Council including the Annual Governance Statement.
November 2022		Budget Cafe	All Councillor Seminar
14 December 2022	Cabinet	2022/23 Budget Monitoring & MTFP Update	To include. <ul style="list-style-type: none"> second quarter (July to September) in-year budget monitoring progress on setting a balanced budget for 2023/24 details of annual fundamental review of earmarked and unearmarked reserves.
11 January 2023	Cabinet	Council Tax - Taxbase Report	2023/24 Council Tax Taxbase
12 January 2023	Audit & Governance	Treasury Management Strategy 2023/24	Seek approval for 2023/24 treasury management strategy

Date	Event	Report Title / Action	Detail
February 2023		Presentation to representatives from Commerce & Industry	Statutory consultation on 2023/24 Budget & MTFP
8 February 2023	Cabinet	Quarter Three 2022/23 Budget Monitoring	Third quarter (October to December) budget monitoring for 2022/23.
8 February 2023	Cabinet	2023/24 Budget & MTFP Update	To include. <ul style="list-style-type: none"> • 2023/24 Provisional Local Government Finance Settlement • 2023/24 Budget Proposal • 2023/24 Council Tax Resolution
8 February 2023	Cabinet	Housing Revenue Account (HRA) 2023/24 Budget Setting	Seeks approval for the Housing Revenue Account (HRA) which is the separate account that ring-fences the income and expenditure associated with BCP Council's housing stock. Includes rents, service charges and other charges to tenants.
8 February 2023	Cabinet	Dedicated Schools Grant (DSG) and Early Years Funding Formula 2023/24	Setting the 2023/24 funding formulae for early education and childcare for eligible 2 year olds and all 3 and 4 years olds, mainstream schools for pupils in reception to year 11.

Date	Event	Report Title / Action	Detail
21 February 2023	Council	2023/24 Budget & MTFP Update Report	Formal approval of the following; <ul style="list-style-type: none"> • General fund 2023/24 budget and council tax • Education and childcare funding formula • Housing Revenue Account 2023/24 budget and tenant charges.
March 2023	n/a	n/a	Publish 2023/24 Budget Book
July 2023	Cabinet	2022/23 Financial Outturn Report	Summary report covering the financial outturn for the third year of operation of BCP Council 202/23.

Subject to determination

- The 2022/23 budget monitoring reports and the 2023/24 MTFP Budget reports will be subject to consideration by the Corporate and Community Overview and Scrutiny Committee.
- Dates of the precept meetings for the Town, Parish and Neighbourhood Councils in Christchurch and the Chartered Trustees in both Bournemouth & Poole

Appendix A1: 2022/23 - Budget Variances Greater than £100,000

Adult Social Care & Public Health

Budget	Explanation	May Variance 2022/23 £000s
Cost of Living and Other Service Pressures		
Third Party Payments	Care costs	1,800
Third Party Payments	Tricuro contract impact of cost of living including energy prices	171
Various	Other miscellaneous pressures (each less than £100k)	29
Savings, Efficiencies and Mitigations		
Income	Estimated additional Continuing Health Care income	(500)
Reserves	Utilisation of earmarked reserves specific to the service	(415)
Third Party Payments	Adjustment to the residential and homecare budget from Covid grants	(257)
Employee costs	Directorate vacancy factor 6% rather than 5%	(200)
Third Party Payments	Tricuro efficiencies to manage energy cost pressure	(171)
Total Adult Social Care & Public Health		457

Children's Services

Budget	Explanation	May Variance 2022/23 £000s
Cost of Living and Other Service Pressures		
Third Party Contributions	Continuing Health Care contributions from health assumed in the 2022/23 based budget not delivered	1,483
School Transport	Non-delivery of SEND Transport savings assumed in the 2022/23 base budget	750
School Transport	SEND / Mainstream transport contract costs due to the cost of living including fuel prices	500
Electricity/Gas costs	Assumed price variations	182
Total Children's Services		2,915

Operations

Budget	Explanation	May Variance 2022/23 £000s
Cost of Living and Other Service Pressures		
Electricity/Gas costs	Assumed price variations	3,261
Environment	Crematorium income pressure	500
Housing	Council New Build Housing Acquisition Strategy (CNHAS) saving assumed in the 2022/23 base budget	469
Environment	Hydrotreated Vegetable Oil (HVO) costs	400
Environment	Volume of waste bins that need replacement	200
Destination & Culture	BH Live	200
Housing	Housing related support contracts inflationary clause	150
Environment	Waste Disposal Contract	150
Coroners	Increased / complex caseload	100
Various	Other miscellaneous pressures (each less than £100k)	360
Savings, Efficiencies and Mitigations		
Environment	Sales of recyclate material – value and volume	(1,000)
Environment	Capitalisation of neighbourhood highways costs reduced by associated repayment and borrowing costs	(930)
Transportation	Car Park income budget adjustment to reflect previous year's performance	(691)
Environment	Defer move to HVO fuel across corporate fleet assets (cost avoidance)	(400)
Transportation	Beach car park tariffs increased	(359)
Housing	Additional one-off dividend from Bournemouth Building Maintenance Ltd (agreed with BBML Director approval)	(200)
Environment	Resilience Signage Network revised cleansing arrangements	(200)

Budget	Explanation	May Variance 2022/23 £000s
Destination & Culture	Cultural Compact	(129)
Destination & Culture	Festival Coast Live	(125)
Communities	Utilisation of the Community Prosecutions Earmarked Reserve	(105)
Environment	Sales of waste material from the Household Waste Recycling Centres	(100)
Housing	Harmonisation of recharges to the two HRA neighbourhood accounts	(100)
Housing	Homelessness Prevention Grant utilised to cover budgeted costs	(100)
Communities	Reduced Security Provision	(100)
Destination & Culture	Cultural development and networking	(100)
Various	Other miscellaneous variances (each less than £100k)	(1,042)
Total Operations		109

Resources

Budget	Explanation	May Variance 2022/23 £000s
Cost of Living and Other Service Pressures		
Electricity/Gas costs	Assumed price variations	493
Third Party Payments	Software contracts inflationary clause	171
Customer Services	Library PFI Contract inflationary clause	150
Total Resources		814

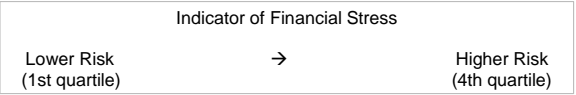
Central Items

Budget	Explanation	May Variance 2022/23 £000s
Cost of Living and Other Service Pressures		
Employee Costs	Assumption that the pay award will be 4% which is 0.9% greater than the 3.1% provided for in the 2022/23 budget.	1,595
Employee Costs	Assumed 20% element of transformation related redundancy costs which cannot be funded from the Flexible Use of Capital Receipts in line with the regulations which apply from 1 April 2022 onwards.	250
Various	Other miscellaneous pressures (each less than £100k)	(34)
Savings, Efficiencies and Mitigations		
Earmarked Reserve	Release Transformation Mitigation Earmarked Reserve not utilised as planned in 2021/22	(1,949)
Grant Income	Contain Outbreak Management Fund resources that the Council is able to carry forward into 2022/23 to fund previously planned expenditure	(1,437)
Grant Income	Anticipation that the final reconciliation of the Covid 19 Sales, Fees and Charges grant claim will be approved by government	(1,402)
Income	Additional Treasury Management Income due to higher interest rates and the additional money made available to the council in advance of spend.	(800)
Financial Services	Stour Valley and Poole Partnership Revenue and Benefits (SVPP) – release of the 2021/22 operational	(435)
Earmarked Reserve	Release part of the additional 2021/22 surplus to support the impact of the cost-of-living crisis on the council.	(83)
Total Corporate Items		(4,295)
Total	All Services and Central items	0

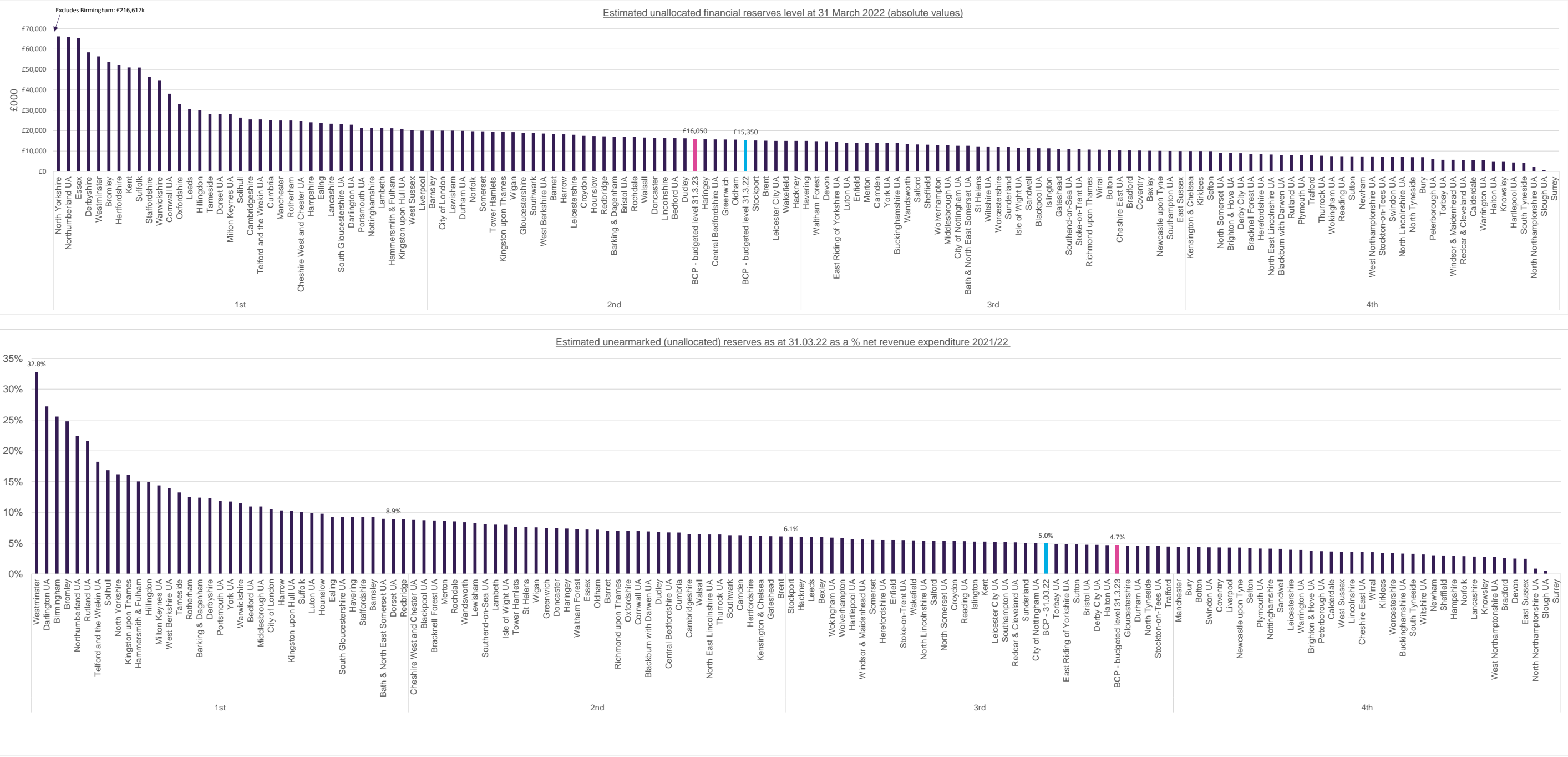
APPENDIX C: Benchmarking – Unearmarked Reserves

COMPARISON GROUP: UPPER TIER LOCAL AUTHORITIES

SOURCE: LOCAL AUTHORITY REVENUE ACCOUNT (BUDGET RETURN) 2021/22



1) LEVELS OF RESERVES

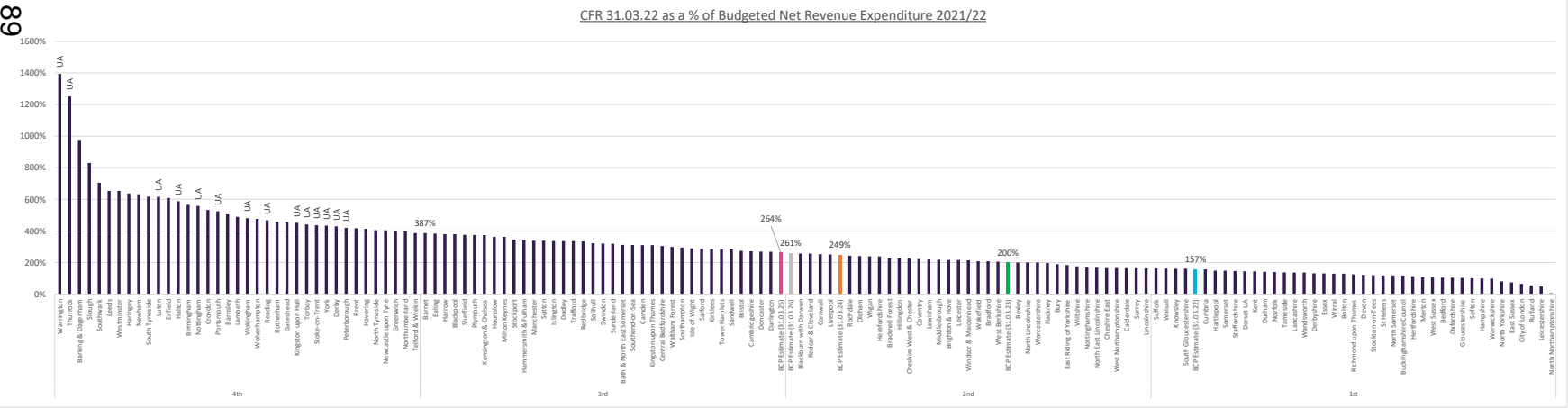
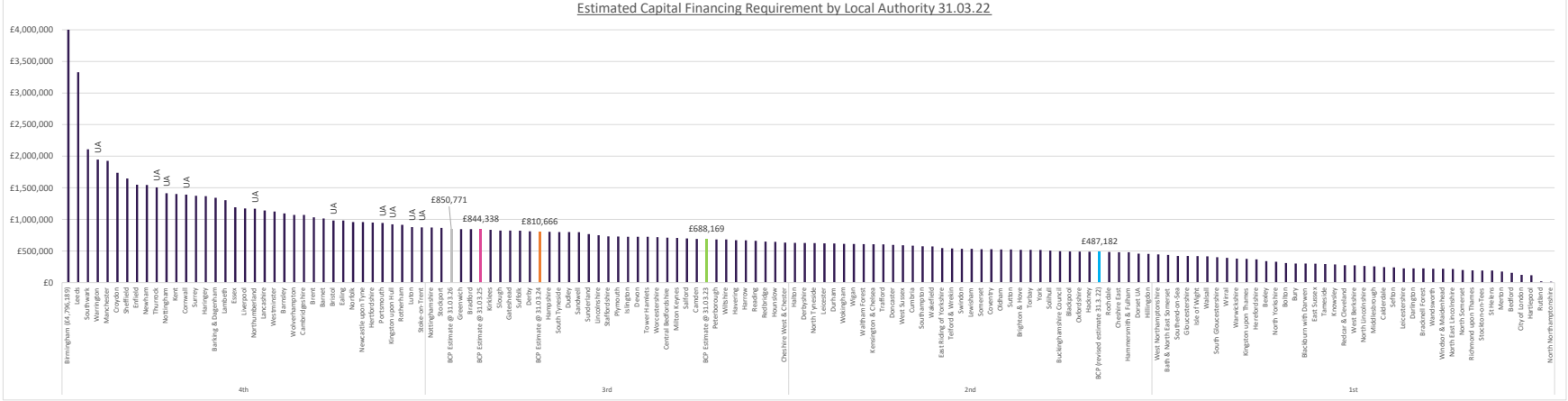


This page is intentionally left blank

COMPARISON GROUP: ALL UPPER TIER AUTHORITIES (INC. LONDON BOROUGHS)

Source data: CER C 2021-22: Prudential system information by authority & category, England, 2021-22
Local Authority Revenue Account (RA) (Budget) Return 2021-22

CAPITAL FINANCING REQUIREMENT (CFR) BENCHMARKING



CFR HEADROOM

	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
Estimated CFR	£487,182	£688,169	£810,666	£844,338	£850,771
Headroom (@ £855m)	£367,818	£166,831	£44,334	£10,662	£4,229
Headroom (@ £1.133bn)	£846,764	£645,777	£523,280	£489,608	£483,175

387% net revenue expenditure, based on 2022/23 budget

£1,333,946

This page is intentionally left blank

CABINET



Report subject	BCP FuturePlaces Ltd - Revised business plan and funding mechanism
Meeting date	22 June 2022
Status	Public Report with Confidential Appendix 1
Executive summary	<p>In May 2021 the Council approved the formation of BCP FuturePlaces Ltd, ("FuturePlaces") a wholly owned Urban Regeneration Company (URC). The fundamental purpose and principles of FuturePlaces is to drive "Place Making", regeneration and property market transformation both across key sites owned by the Council and the wider area to support the aspirations set out in the Council's Big Plan.</p> <p>This report seeks approval for funding changes to the business model due to a revised approach as proposed in the Councils 2022/23 Budget as to how the company will be funded. It also seeks approval for the revised company business plan as Council approval as sole shareholder as such a change is a reserved matter under the Shareholders' Agreement.</p> <p>It also seeks approval to streamline the Gateway Approval process outlined in the Commissioning Plan. The changes seek to remove duplication and ensure that each new stage builds on, and complements, its predecessor. There will not be a reduction in the work required to investigate options for delivery of each project and it is still based on HM Treasury Green Book guidance.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (a) Recommend that Council approve an increase in the working capital loan facility to £8m (from £400k) to support BCP FuturePlaces Ltd from July 2022. (b) Delegate authority to the Chief Finance Officer (s151) to agree and finalise the terms of the working capital loan. (c) Recommend that Council approve the revised BCP FuturePlaces Ltd Business Plan attached and confidential Appendix 1. (d) Delegate authority to the Chief Executive to amend and finalise the Commissioning Contract to reflect the new gateway process and business plan.

Reason for recommendations	<p>To contribute to the Council's Corporate vision, specifically helping to create dynamic places, investing in the homes our communities need, revitalising and re-inventing our high streets and local centres in line with the vision set out in the Big Plan.</p> <p>FuturePlaces was formed to ensure BCP Council has the capacity, expertise, and resources to drive investment in regeneration and unlock value from major Council owned sites; it will also enable BCP Council to ensure that we deliver new homes and create well designed, local neighbourhoods.</p> <p>The new funding model accords with the proposal contained in the 2022/23 Budget approved by Council.</p>
Portfolio Holder(s):	<p>Councillor Drew Mellor, Leader of the Council and Portfolio Holder for Finance and Transformation</p> <p>Councillor Philip Broadhead, Deputy Leader of the Council and Portfolio Holder for Regeneration, Economy and Strategic Planning</p>
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Sarah Longthorpe, Director of Delivery - Regeneration
Wards	Council-wide
Classification	For Decision

Background

1. BCP Council's *Big Plan* sets the ambition for the BCP area to be world class – one of the best coastal places in the world in which to live, work, invest and play. The Big Plan sets out five key aims that, if achieved, would deliver changes across the whole area supporting the creation of over 13,000 jobs across the local economy, the growth of businesses and prosperity of local communities.
2. One of the aims of the Big Plan is to **act at scale** and deliver more than 15,000 new homes for people of all incomes. This target can only be achieved through a mixture of direct investment by the Council and enabling third parties within the market to build a sustainable mix of housing from affordable homes to high-end apartments and houses.
3. BCP Council is the UK's 10th largest urban authority. The Council's Big Plan sets out the need to 'act at scale' by intensifying development in town centres and unlocking land on redundant brownfield sites, such as Holes Bay. In theory, the Council is in a strong position to drive investment in regeneration. In practice, it lacks the capacity to deliver at the necessary scale and pace to meet the challenges of growth and has insufficient in-house expertise in urban development and place making.

4. The Council has a duty to obtain best value from the disposal and redevelopment of its assets, and an obligation to its communities to deliver successful regeneration. Strategically important sites - such as Holes Bay - have the potential to attract investment and jobs, sustaining local prosperity and quality of life. The evidence from sites such as Holes Bay, suggests that public sector intervention will be necessary to address market failure and unlock their development potential. This can be achieved by creating the development management capability and expertise needed to prepare masterplans, develop business cases, and formulate investment proposals for such sites and appraising the best options for their delivery e.g., direct development; joint venture; disposal; community asset transfer. These sites will require dedicated development management support to enable feasibility masterplan studies to be carried out.
5. In April 2021, Inner Circle Consulting (ICC) were appointed by the Council to look at alternative approaches to managing investment and regeneration. ICC carried out a detailed review of potential models and concluded that an Urban Regeneration Company (URC) was the most viable and attractive option.
6. At its meeting on 26 May 2021, Cabinet supported the establishment of a URC and FuturePlaces Ltd was incorporated on 18 June 2021 with the aim of achieving a step change in the scale, pace, and ambition of regeneration across the BCP area. The Council now has the potential to deploy the resources and expertise needed to deliver regeneration at scale, in a way that was more difficult for its predecessor authorities.
7. On 29 September 2021 Cabinet further approved the formation and funding of FuturePlaces to provide the Council with the development management expertise and capacity required to progress the key sites. It also agreed the creation of a commissioning plan and delivery team to provide oversight of all the regeneration and development activity undertaken by the URC, Bournemouth Development Company LLP (BDC) and the Bournemouth Towns Fund for Boscombe.
8. On 27 October 2021 Cabinet received an updated report and approved a commissioning approach to regeneration and development along with FuturePlaces Business Plan.
9. The approved FuturePlaces business plan sets out the Stewardship proposition and strategic objectives of the company alongside its delivery plan, ways of working, governance, and funding structures.
10. The 2021/22 budget previously assumed FuturePlaces would provide development advice funded via an ongoing contractual agreement, with regular revenue payments to them to fund feasibility costs.
11. Following a review of similar practice applied in another regeneration based Local Authority Trading Company, Be First, owned by the London Borough of Barking and Dagenham (LBBD), an alternative mechanism is being proposed whereby payment is based on the successful outcomes of the development advice received. Be First acts as a developer for LBBD, utilising their Council and commercial investment resources to acquire sites, get planning consent and build out new residential and commercial developments.
12. This new approach from 1 July 2022, means FuturePlaces require a larger working capital loan from the Council to cashflow their feasibility activity prior to presenting individual business cases to Cabinet, and potentially Council, for

approval. The working capital loan will be required to cover all company expenditure including salaries, overheads and project costs.

13. Upon successful approval of these business cases by the Council in line with the prevailing financial regulations, FuturePlaces will be entitled to invoice the Council for their professional development advice and consequently receive payment. This income flow will enable FuturePlaces to repay its debt if appropriate.
14. This approach enables the Council to acquire professional advice directly linked to a specific scheme or asset and capitalise the cost.
15. Due to the change in the proposed funding of the company, it is necessary for FuturePlaces to revise the company business plan and seek Council approval as sole shareholder as such a change is a reserved matter under the Shareholders' Agreement. The Council will require that the company has a strong and credible business plan that demonstrates how the company will generate sufficient funds to repay the working capital loan and ensure the company remains a going concern.
16. In respect of the proposed charging mechanism, value for money will need to be demonstrated and evidenced.
17. A copy of the new business plan is attached in Appendix A along with the confidential financial Appendix 1.

Proposed Charging Mechanism

18. The proposed charging mechanism applies to the services the company is contracted to provide to the Council via the commissioning agreement. This forms the basis on which FuturePlaces will be entitled to invoice the Council for their professional development advice and consequently receive payment for their services. The commissioning agreement will be updated to reflect these changes.
19. The company is proposing to adopt a cost-plus charging model as used by many other professional service businesses applying the "rule of thirds" approach.
20. Under this model, of the total invoice amount, one third is approximately staff cost, one third is a contribution to other costs and overheads (including external expenses and third-party fees) and one third is contribution to profit and reserves.
21. FuturePlaces will have the discretion to apply a lower cost rate for smaller schemes where appropriate to ensure viability and deliverability.
22. In order for this charging mechanism to be benchmarked it has been translated into a range of day rates for a range of job roles based on staffing costs, an allocation to overheads and a margin. These rates are outlined in the business plan and detailed in table 1 below.
23. FuturePlaces day rates have been benchmarked against numerous other third-party consultancy rates who have recently provided the Council with similar services. These include but are not limited to, TRA Architects, Chilmark Consulting, Forty Group, Knight Frank, WSP, AECOM, and Inner Circle Consulting. The rates have also been benchmarked against the published government framework prices for consultancy services with the average day rate of £1,146.

24. The table below summarises this day rate benchmarking activity and the range of fees applied.

Job Title	Third Party Rates range	Average Third Party Rate	FuturePlaces Proposed Rates range
Managing Director/Associate Director/Principle	£1,100-£2,250	£1,381	£1,090-£1,210
Director/Senior Consultant/Associate	£588-£1,252	£905	£477-£1090
Project Manager	£587-£1,500	£657	£477-£808
Project Support	£408-£656	£421	£233-£477

Table 1 – Day Rates

25. Under this proposed charging model, as long as at least two thirds of the projects by value are approved by the Council at the point of their capitalisation, in theory FuturePlaces would secure enough funding to pay for any remaining projects that were aborted.
26. It should be noted that projects may be aborted, or not accepted, for a range of reasons. The critical point is that the decision to proceed with a project is a decision solely for the Council. Therefore, FuturePlaces will need to fund the cost of any work on these projects from the contribution to its reserves generated from the successful projects for which fees are received.

Success Fees

27. In some project circumstances a success fee could be applied, rather than the cost-plus charging model. Where a success fee is proposed this will be clearly stated and the necessary approvals sought within the project business case.
28. The principle of a success fee is common in the property sector and is applied as a pre-agreed percentage whether on an acquisition or disposal or introduction of funding. Be First charge 0.8% for this activity and agents' industry rates vary dependant on market conditions and currently range from 0.8% -1.5%. BCP Council is regularly presented with property opportunities from third party agents including their fee proposals to enable us to benchmark and verify this range.
29. It is proposed that a fee is applied to FuturePlaces projects that include land acquisitions and disposals at the Full Business Case stage. It is proposed that FuturePlaces operate within a fee range of 0.8-1.25%. This will be negotiated dependant on the scale and complexity of the project and it is intended that FuturePlaces would operate at the lower end of the range presented in paragraph 28 to ensure that value for money can be clearly demonstrated.
30. In addition, where FuturePlaces have negotiated with third party developers to acquire a turnkey solution and will subsequently be undertaking a development management function a development management fee could be applied. This

would be expected to cover the company costs incurred in relation to the negotiation, acquisition, and development management services for the delivery of the scheme through to completion. As a comparable, Be First charge 2.5% of the Gross Development Value (GDV) for this activity however this includes obtaining a planning consent. Any proposed development management fee for FuturePlaces should be commensurate with the level of services provided and the agreed basis of application determined for each individual project. This is expected to be within a range of 1-5-2.5% and will be negotiated dependant on the scale and complexity of the project.

31. The Bournemouth Development Company LLP (BDC) apply a 5% development management scheme to their schemes based on the total development value less land value and any finance costs. The development management services provided include obtaining a planning consent, contractor procurement, and build out of new residential and commercial developments.
32. The proposed fee percentages detailed in the business plan are within the industry range and comparable with Be First and are therefore deemed to be reasonable.

Value for money

33. It is important to note that the proposed day rates and success fee percentages in the business plan are less than or within the range of other third-party market comparables, demonstrating that FuturePlaces is providing value for money.
34. It is recommended that the charging mechanism is reviewed after a 12-month period and annually thereafter to ensure it is robust for both parties and is demonstrating best value.

Simplification of the Gateway Process

35. In support of the new company funding mechanism, work has been carried out jointly between BCP Council and FuturePlaces to test the appropriateness of the project gateway process originally designed by Inner Circle Consultants. Both parties agreed that the process required streamlining to ensure project momentum whilst protecting the public interest and providing a clear and evidenced audit trail behind key decisions.
36. In March 2022 an Audit and Governance committee reviewed the Governance of FuturePlaces and also questioned the number of gateway stages.
37. The new proposal seeks to simplify the project gateways by removing duplication from documents and ensuring that each new document builds on, and complements, its predecessor. There will not be a reduction in the work required to thoroughly investigate options for delivery of each project, nor in the quality of the information provided, but in the number of documents produced.
38. The proposed process remains based on HM Treasury Green Book guidance but sees Gateway 0 removed and the Project Inception Document (PID) and the Strategic Outline Case (SOC) consolidated into a Project Outline as Gateway 1. As a result, the stages have reduced from 7 to 6.
39. The revised gateway process is detailed in Appendix B.

Summary of financial implications

40. As outlined in the Cabinet report dated 29 September 2021 the financial implications for the Council stepping up its regeneration efforts in this way are significant. It approved a 2021/22 budget of £3.024m to support the setting up of the company's operations and the costs of the Commissioning function and the necessary technical and market studies such as ground investigations; ecological surveys and transport assessments and noted the 2022/23 additional resource requirement of £3.47m.
41. Prior to the 2022/23 budget it had been assumed that FuturePlaces would provide development advice funded via an ongoing contractual agreement, with regular revenue payments to them.
42. Following a review of similar practice elsewhere, the 2022/23 budget of the Council was drawn based on a revised approach to the financing of FuturePlaces.
43. The new approach to funding the company from 1 July 2022 will mean that FuturePlaces will require a working capital loan facility to cashflow its professional services activity prior to presenting schemes to Cabinet and Council for approval. Each scheme will require a supporting business case, setting out the anticipated outcome, the funding strategy and details of any pertinent risks. FuturePlaces will invoice the Council for its professional advice. This income flow will enable the company to repay its working capital loan debt.
44. Following approval of a business case and payment of advice to FuturePlaces the risk transfers to the Council. Should the Council subsequently decide to cancel a scheme, then the abortive costs will be charged to the Council's revenue account.
45. It is proposed that a working capital loan facility of up to a maximum of £8m is made available to the company to be drawn down as detailed in the terms of the working capital loan agreement. This maximum amount has been calculated based on the total amount required to progress each project to a capitalisation point.
46. The Council is required to charge FuturePlaces an interest rate on the loan in line with Subsidy rules. A rate of 0.5% above base rate will be applied which reflects the opportunity cost lost to the Council if it were to be invested via its Treasury function.
47. This is the same rate and approach that is applied to the Councils other TECKAL company Bournemouth Building and Maintenance Limited.
48. The business plan from FuturePlaces as attached indicates that the £8m working capital loan facility can be repaid to the council. The current cashflow indicates the debt will peak as £5.3m in Q1 23/34 reducing to £0 by the end of the 2026/27 financial year.
49. In line with good accounting practice, the Council will be required to regularly review the performance of FuturePlaces to determine if there is any need for a provision for potential loss. No provision for potential loss is being made at this point.

Summary of legal implications

50. FuturePlaces is a wholly owned Council company operating under the TECKAL exemption. The governance arrangements between the Council and the company are managed through a suite of legal documents including a Shareholders' Agreement.
51. The Shareholders' Agreement entered into on the 25 January 2022 sets out the agreed form for the operational business plan to be prepared by the company and para 15 Schedule 3 states that adopting or amending the business plan is a reserved matter that requires the approval of Council, as recommended in this report.
52. In addition, the Council has a fiduciary duty to conduct the administration of the Council in a business-like manner, with reasonable care, skill and caution, and with due regard to the interest of the public and the proposed increase in the Working Capital Loan Agreement and changes to the charging mechanism will need to be considered within this overarching framework, having taken into account the advice of the S151 officer set out above.
53. The decision to change the charging mechanism will not alter the contractual relationship between BCP Council and FuturePlaces beyond the need to ensure that the revised mechanism is reflected in the Commissioning Agreement if the changes are approved.
54. The current working capital loan agreement allows for an increase in funds to be allocated, subject to the necessary Council approvals, so this document will not need to be revised other than for the value to accommodate this increase.
55. Any member who has a conflict of interest should not take part in the debate on this matter and may not vote.
56. The relevant regulations in this regard are Regulations 12 and 13 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. These concern general conflicts of interest. Their purpose is to ensure that decisions are taken only in the public interest and in the absence of actual or perceived personal interest. They provide that as soon as practicable after any meeting of a decision-making body at which an executive decision was made a written statement must be produced containing specified information including;
 - A record of any a record of any relevant conflict of interest either declared by any member of the body which made the decision or declared by any executive member consulted by the member or officer taking the decision which relates to that decision;
 - In respect of any such declared conflict of interest, a note of dispensation granted by the head of paid service.
57. The Regulation 14 of the same regulations further provides that in respect of executive decisions made a note of any dispensation granted should be made public. This necessarily requires that the reason for any dispensation should be clear, justified, reasonable and proportionate in all the circumstances.

Summary of human resources implications

58. FuturePlaces has its own employment terms and conditions and payroll arrangements. The Company Reserved Matters provide detail on the decisions that remain with the Council in relation to Director appointments. Care will be taken to minimise the prospect of TUPE transfer and Equal Pay considerations. Staff will be recruited into the company on the open market subject to identifying individuals with the requisite skills, qualifications, and experience.

Summary of sustainability impact

59. As a Council owned company, FuturePlaces will be required to provide its operational response to the Council's climate change emergency declaration.
60. FuturePlaces will contribute to the Council's Climate Emergency action plan by ensuring new development is resource efficient, adopts low carbon technology and leads to sustainable communities which are resilient to climate change and contribute to Biodiversity Net Gain either on site or through natural capital and landscape strategies.
61. FuturePlaces will be tasked, through the Commissioning Contract, with pursuing a low carbon approach to development: minimising the carbon impact of new developments, ensuring walkable neighbourhoods, and providing good access to public transport services.
62. FuturePlaces will play a key role in ensuring that opportunities are taken to reduce our city region's carbon footprint by providing sustainable transport choices and delivering low carbon, energy efficient buildings. They will aim to lead by example developing cleaner supply chains building local capacity to take forward the carbon reduction agenda. Cleaner supply chains and building the capacity to deliver carbon reduction locally.
63. Within the constraints of commercial viability and value for money, FuturePlaces will aim to deliver the best possible standards of low-carbon, energy efficient buildings taking account of the established BREEAM classifications.
64. A Decision Impact Assessment (DIA) was completed in relation to the creation of the URC and sustainability feedback from officers across the Council was used to inform the requirements set out in the approved Council commissioning plan. Projects and programmes delivered by FuturePlaces will be subject to further assessment as part of the business case development process to ensure that individual schemes meet the required standards.

Summary of public health implications

65. By accelerating regeneration and investment there will be a better prospect of sustaining jobs and prosperity across the BCP area, improving housing and high-quality open spaces, with well designed, walkable, inclusive neighbourhoods that help promote health and well-being.
66. FuturePlaces will aim to produce developments that place a premium on quality-of-life considerations including safe, walkable neighbourhoods with good local amenities and access to quality green and open space.

Summary of equality implications

67. An Equality Impact assessment has not been carried for this report as its primary purpose is to provide an update on the approach to funding regeneration activity to be delivered by FuturePlaces and agree an updated business plan, rather than change its overall strategy, the focus of which remains focussed upon tackling those areas within BCP that need regeneration and renewal.
68. However, as a company wholly owned by the Council operating under the Teckal exemption it will be bound by the same obligations in relation to equalities as the Council itself and full Equalities Impact Assessments will be undertaken as developments are progressed.

Summary of risk assessment

69. The key risks associated with the proposal to approve FuturePlaces updated business plan and proposed funding mechanism are as follows:
- a. **Operational risks** through failure to achieve delivery targets set out in the Commissioning Contract.
 - b. **Financial risks**
 - i) **2022/23 Budget.** The refinancing of FuturePlaces is a key financial planning assumption. As set out in the February 2022 Budget report to Cabinet and Council the 2022/23 budget of the Council will need to be redrawn if Council does not support the proposal to finance the company by way of a £8m working capital loan. The redrawing of the budget would involve reconsideration of the Councils commitment to these costs against the other priorities directly funded within the revenue budget.
 - ii) **Medium Term Financial Plan (MTFP) update and funding of schemes.** The business plan makes it clear that funding sources will include BCP Council, central government, co-investment partners, and commercial arrangements. In respect of any Council contributions several of the schemes will form part of the already approved capital and borrowing strategies of the Council. However, as it stands the Council has no unallocated debt headroom against its £855m approved debt ceiling. The Medium Term Financial Plan update report presented elsewhere on the 22 June Cabinet agenda makes a request to the Audit & Governance Committee and then Council to extend the debt limit further. Treasury Management is within the Audit & Governance Committee's terms of reference.
 - iii) **Aborted Business Case risks**
 - a. if the Council does not subsequently agree the business cases brought forward by the company. Initially this remains a FuturePlaces liability however ultimately this will be a risk borne by the Council as shareholder.
 - b. Should any business case be approved by BCP Council but then subsequently aborted at a later date, the previously capitalised costs would need to be written off to the revenue account.

- c. The Council will need to regularly review the financial position of the company and determine if any appropriate revenue provisions should be made.

iv) **Business Case Assumptions.**

- a. FuturePlaces business case is predicated on a number of key assumptions including estimates regarding resources deployed on each scheme, timing and value of transactions expensed, timing of capitalisation events and speed of associated invoicing and receipts of payment, plus an estimate of abortive works. Significant variations to these assumptions may create currently unforeseen financial challenges.
- b. The due diligence undertaken has relied in part on comparisons with other similar activity being undertaken by other local authorities.
- c. This is the first time BCP Council will have used the proposed funding methodology, consequently it shall be monitored and reviewed annually as we gain experience and an increased understanding of it.

- c. **Planning risks** through failure to achieve consent for proposed projects.
- d. **Market risks** through a downturn in the property market affecting local property values or engagement with an external investment partnership that could fail.
- e. **Reputational risks** through FuturePlaces creating difficulties for the Council e.g., developing a position contrary to planning policy.

70. These risks will be managed through the relationship between the client team and FuturePlaces guided by the terms of the Commissioning Contract and related agreements including the requirement for the company to develop and maintain a risk register for its key projects and activities.

Background papers

26 May 2021 Cabinet Report - Proposed Regeneration Vehicle Options Appraisal

<https://democracy.bcpccouncil.gov.uk/documents/g4683/Public%20reports%20pack%2026th-May-2021%2010.00%20Cabinet.pdf?T=10>

29 September 2021 Cabinet Report – Accelerating regeneration and investment in the BCP area

<https://democracy.bcpccouncil.gov.uk/documents/g4836/Public%20reports%20pack%2029th-Sep-2021%2010.00%20Cabinet.pdf?T=10>

27 October 2021 Cabinet Report - BCP Commissioning Plan for Regeneration and Development and Urban Regeneration Company Business Plan

<https://democracy.bcpccouncil.gov.uk/documents/g4837/Public%20reports%20pack%2027th-Oct-2021%2010.00%20Cabinet.pdf?T=10>

Appendices

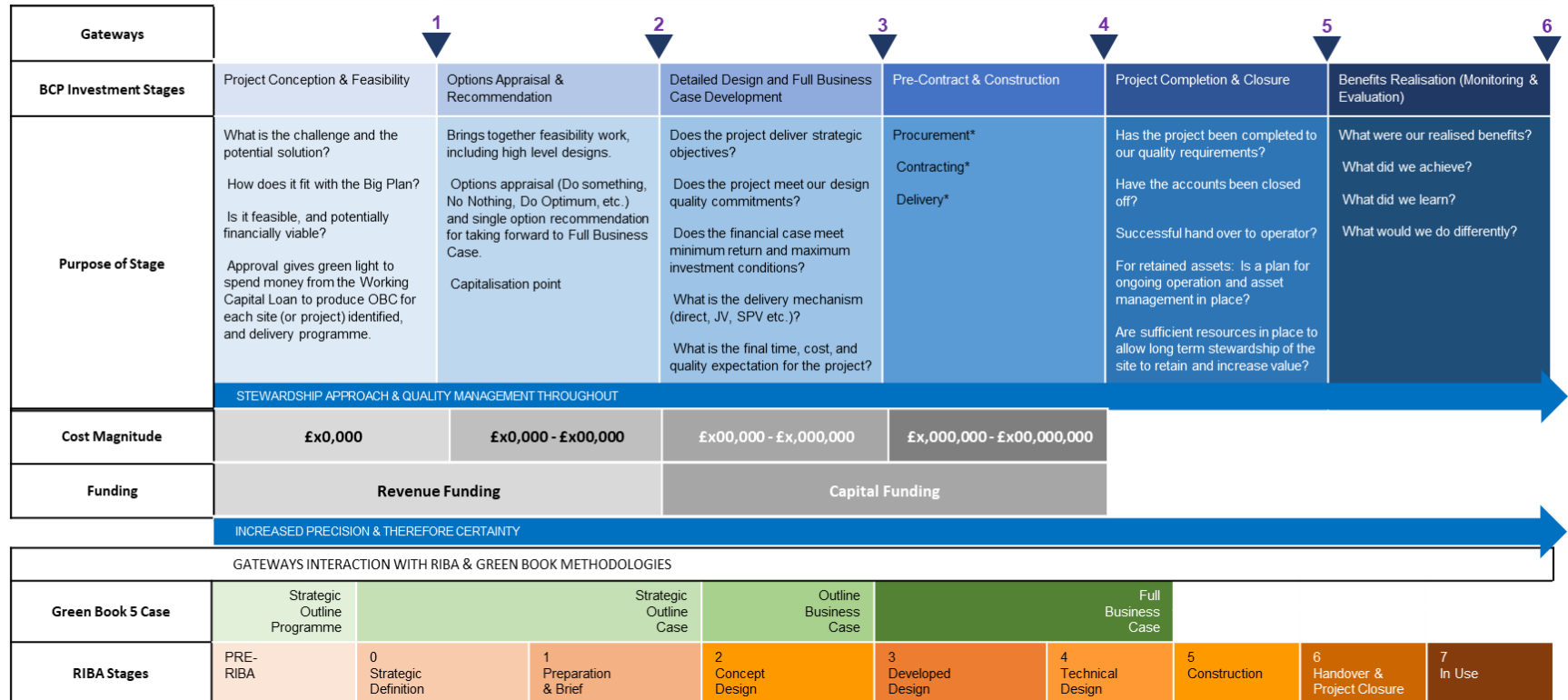
Appendix A– BCP FuturePlaces Ltd Business Plan

Appendix 1 – CONFIDENTIAL - BCP FuturePlaces Business Plan Financials

Appendix B – Revised Gateway Process

Appendix B – Revised Gateway process

BCP FUTUREPLACES INVESTMENT GATEWAYS



This page is intentionally left blank



FuturePlaces.

Business Update FY22/23

DRAFT

Version 4.15

Date: 31 May 2022

Contents

1	Introduction.....	1
1.1	Reasons for new business plan	1
1.2	Stewardship Proposition.....	2
1.3	Company Objectives	5
1.4	Roser of Projects	7
1.5	Environmental Social and Governance (ESG) Standards	8
2	Progress To Date	9
2.1	Corporate Progress	9
2.2	Project Progress	10
2.3	Resourcing.....	11
3	Delivery	12
3.1	Volume of Delivery	12
3.2	Quality of Delivery	13
3.3	Quality of Place	13
3.4	Affordability.....	14
3.5	The role of the Public Sector	14
3.6	Project Delivery	15
3.7	Project Delivery Timing.....	18
4	Organisation & Governance	23
4.1	Recruitment & Staffing	24
4.2	Policies.....	24
4.3	Delegated Authorities.....	25
4.4	Board Membership	25
5	Approval Gateways	26
6	Finance	29
6.1	Budgetary Pressures.....	29
7	Funding Model	30
7.1	Working Capital Loan.....	31
7.2	Cost – Plus Charging Model	32
7.3	Success Fee Model.....	34
7.4	Use of Reserves	35
7.5	Backstop provisions	35

7.6	Size of Working Capital Facility Requested	36
8	Communications Strategy	38
8.1	Aims.....	38
8.2	Objectives	38
8.3	Audiences	39
8.4	Establishing the Brand	39
9	Risk Management	40
9.1	Interpretation of rules for PWLB Funding regarding regeneration activity	40
9.2	Invoice at point of capitalisation model	40
9.3	Adoption of Stewardship Model	40
9.4	Changing Economic Circumstances	41
9.5	Capacity of BCP Council departments to take on FuturePlaces related work .	
9.6	Timing of Council Approvals under new business model	42
9.7	Inappropriate Targeting of FuturePlaces staff	42
9.8	Increasing Environmental Regulation	42
9.9	Commercially Sensitive Information Management -	42
9.10	Conflicts of Interests	43
	Confidential Appendix 1: Revised FY 22/23 budget	Error! Bookmark not defined.
	Appendix 2: Draft Stewardship Kitemark; Draft Towards Zero Standard; Draft Equalities/Perspectives User Experience Checklist.	44

1 Introduction

BCP FuturePlaces Ltd (“FuturePlaces”) was incorporated to use a Teckal exemption by BCP Council in June 2021 with the intention of accelerating and enhancing the regeneration of the Bournemouth, Christchurch and Poole area.

FuturePlaces will drive regeneration, regenerative development and property market transformation to secure the BCP area’s place potential both across key sites owned by the Council and the wider area to support the aspirations set out in the Council’s Big Plan. The company’s work is led by a desire for place-making and will deploy patient capital, sourced from BCP Council, central government, co-investment partners or on commercial terms elsewhere to secure value enhancement across a range of socio-economic measures and to seek best returns over the medium / long term.

FuturePlaces published its initial business plan in October 2021. At this time, it committed to submitting a revised business plan during Spring 2022. This is that document.

1.1 Reasons for new business plan

Although the fundamental purpose of FuturePlaces as set out in the initial October 2021 business plan remains unchanged¹, a new business plan is required to reflect three fundamental operational changes:

1.1.1 A need to reflect a revised approach in BCP Council Budget 2022/23 to FuturePlaces funding

The BCP Council 2021/22 budget assumed FuturePlaces would provide development advice funded via a contractual agreement, with regular payments from the Council to FuturePlaces for work done. Due to the current challenging public sector budgetary environment (affecting all Local Authorities), a revised approach was proposed and determined to be desirable by the Council. The revised approach would enable the Council to purchase development advice for each specific scheme as part of its normal due diligence. This would therefore be considered capitalisable and funded from capital resources including borrowing.

The 2022/23 Council budget assumed a revised approach to the financing of the company. Instead of funding via regular contractual payments allowed for as part of the Council’s revenue budget, an alternative mechanism was proposed by the Council which sought to explicitly link payment for advice to capitalisable projects to the fullest extent possible.

The new approach to funding the company will mean that FuturePlaces will require a working capital loan facility up to a maximum of £8m to fund its operations prior to presenting schemes to Council for business case approval. Approval of a single option proposal and its inclusion within the Council’s Capital Investment Programme, will trigger an invoicing event at which time it is agreed that FuturePlaces may invoice for work to date on the project, and periodically thereafter for any further work contained within the approved business case. The income to FuturePlaces would enable the company to repay its working capital loan over the portfolio lifecycle so long as the majority of projects are taken forward by the Council (As described

¹ To be a municipal stewardship entity to secure regenerative development and transformative place-making, whilst accelerating delivery of housing and communities. See October 2021 FuturePlaces Business Plan.

further below in Section 7). The intention is that this should provide sufficient headroom to cover aborted projects and other costs and provide capacity for the adoption of new projects over time.

Each scheme (or, in the case of large, long or complex projects, each sub-project or stage) will require a supporting business case, setting out the proposal, anticipated outcome, the funding, delivery and exit strategy together with approximate funding quantum required. The business case will in each case detail any pertinent risks foreseeable at the time of presentation.

1.1.2 Additional Projects

BCP Council has asked FuturePlaces to look at additional projects as it became clear that FuturePlaces has the relevant knowledge and experience to undertake them. Some of these are site specific and fit within the funding mechanism outlined above. Others relate to place-making and support for existing council functions without being directly connected to a particular site, such as financing of Council assets, development of design codes and of the Big Conversation etc.

One of the key issues addressed in this document is the provision of resource necessary to deliver upon additional projects as these are identified, and the next steps in the execution of the original projects.

Any such additional projects that cannot be funded from FuturePlaces' own funds will only be undertaken if sufficient funding can be secured, such as by means of grant money, external financing or funding by BCP Council from its revenue budget. Any incremental funding would require prior approval from BCP Council.

1.1.3 Streamlining of the Governance Process

During the initial start-up phase FuturePlaces and the BCP commissioning team have reviewed the Project Gateway process developed by Inner Circle Consulting. From the outset this process was known to be somewhat unwieldy, and this concern was brought to a head by the March 2022 Audit & Governance Committee which commented that a more streamlined approach with more clearly defined governance oversight, review and approval points should be considered. FuturePlaces has worked with BCP Council to review the gateway process and has streamlined it as detailed in section 5. The process maintains the same number of "touchpoints" for scrutiny and approval but reduces the number of documents needed to achieve the result. There is a reduction in documentation by sharing common narrative, policy and principle across all relevant projects.

FuturePlaces is reviewing its internal governance, oversight and transparency procedures and this will be tested during Q1 FY22/23.

1.2 Stewardship Proposition

The October 2021 business plan set out the case for innovating delivery of regeneration and sustainable growth through the adoption of a municipal stewardship approach, highlighted by the Building Better Building Beautiful Commission. This has precedents in pre 2010 Urban Regeneration Companies with a broad regeneration remit; in the New Town/Development Corporation Model, and in the private sector where increasingly the master-developer

approach is being adopted for large scale sites and is increasingly becoming recognised both within government and by private sector developers and investors.

FuturePlaces is demonstrating that municipal stewardship model can provide a template for how regenerative growth can be delivered nationally to help address levelling up and securing high quality transformational development.

This business plan sets out the case for a model that can produce market-focussed regeneration and place-making funded through a revolving loan facility until a single option has been determined and the project invoiced to the Council. The model would facilitate a continuing stream of regeneration schemes and provide the means to take them through the process of inception, briefing, project development, due diligence and optimisation to a point of at which an investment decision can be made. This will place BCP in a stronger position with respect to attracting government funding and institutional support, underpinning a sustainable program of regeneration and place-making.

Where appropriate and proportionate to the scheme and its site fundamentals, a patient capital approach to investment in land and buildings will be adopted to achieve places that are built not just for the present, but to provide quality environments over the long term, with associated lower operating costs and the energy efficiency that comes from building well. All of this flows naturally from the decision and capacity to invest for the long term.

The municipal stewardship model adopted by FuturePlaces and agreed with BCP Council places the needs of those who choose to live, work, grow and play in the area at its core and aims to accommodate all life stages and needs. The stewardship approach engages with both the developers of land and property AND the investors and management in the current standing stock to curate best outcomes. In the case of BCP Council, this could in many cases be simplified because frequently one or more of these parties will be internal.

There are a number of **key principles that support the Stewardship Approach**, outlined below:

KEY PRINCIPLES SUPPORTING A STEWARDSHIP APPROACH

1. A project champion is crucial, with a long-term interest in the project and the financial means to remain committed throughout
2. Determine the best long-term use for the site, to support place potential and produce an efficient use of land, resources and infrastructure
3. Adopt a longer time horizon than the reporting cycle led developer model, so "value of place" can be realised objectively
4. Move to methods of valuation that align with the longer timeframe of a patient capital investor, considering area improvement, long term cost of use and social value [Stewardship Kitemark]
5. Hard wire good design in from project inception. Secure good quality design and placemaking through design, to construction and then asset management. Create mechanisms to ensure continued quality, through contract and covenant.

(Source: Building Better, Building Beautiful Cost & Value Report)

These differ from traditional development approaches in the following ways:

Standard Development	Stewardship
Consult the Community once design well under way, generally after submission of planning application	Engage the Community and other stakeholders from the outset and on a continuing basis. Look for alignment of interest with the LPA.
Maximise the most immediately valuable use class and volume of building envelope on site, without regard for long term placemaking	Identify the most appropriate development for the physical location given economic and social needs, to drive desirability of the wider area over the long term
Make contribution to local community via s106 or CIL; negotiate down as far as possible	Consider what the wider area needs over the long term
Use high quality designers to secure planning permission then value engineer quality out of scheme	Build design quality management into every key decision on critical path.

Acquire planning permission and trade on to possibly multiple delivery providers	Build design quality, social infrastructure and place making criteria into contracts & covenants; and maintain controls through ongoing role in SPVs/JVs.
Driven by short-term returns	Driven by the creation of long-term value

Table 1: Standard vs Stewardship approaches (Source: The Stewardship Initiative)

A Stewardship Kitemark has been promoted by The Stewardship Initiative as a potential benchmark setting out measurable standards to help embed the key stewardship characteristics into schemes. This has attracted the attention of DLUHC, Homes England and the Archbishop of Canterbury's Commission on Housing. It is proposed that BCP FuturePlaces adopts the Stewardship Kitemark to pilot the standard across its schemes.

In order to deliver BCP Council's ambitions for the area, it is proposed that BCP FuturePlaces will adopt an Operating Model founded on the four key principles illustrated below.

REQUIREMENTS FOR A SUCCESSFUL STEWARDSHIP APPROACH



Figure 1: Requirements for a successful stewardship approach

1.3 Company Objectives

FuturePlaces was created by BCP Council to be the Council's centre of excellence on place-making and to deliver advice on smart growth across the area. The regeneration FuturePlaces will facilitate connects social, economic, and environmental aspirations through an approach to the built environment that creates places that are attractive to live, work and play in, that attract investment, nurture economic vitality and provide an environment that improves quality of life for residents, businesses and visitors of all ages and needs. This is not simply building beautiful buildings. It embeds a range of ESG objectives, that are not just good to look at, but are also beautiful to interact with.

1.3.1 Services

The primary services that will be provided by the URC will be development management activities such as:

1. **Project scoping** work on council owned sites including project inception, briefing, capacity studies, masterplans and project viability testing and financial modelling.
2. **Commissioning professional and technical work** from architects, quantity surveyors, civil engineers, planning consultants, master-planners, urban/landscape designers, and other professionals necessary to prepare designs from the early concept stage through to detailed planning and contractor procurement.
3. **Preparing business cases** ensuring that schemes are **developer/investor ready** and the necessary market studies, budgets, contractor procurement routes, delivery strategy, design quality management and, if appropriate, exit routes have been clarified.
4. **Design and Review of proof-of-concept due diligence process**
5. **Providing commercial advice and interpretation to the Council** on market demand and investor appetite across key property sectors and segments e.g., residential, commercial, retail, leisure, industrial.
6. **Providing urban development and place-making advice** and best practice guidance to the Council to ensure that schemes optimise place potential; have a low carbon impact; provide sustainable returns; create attractive, walkable; liveable communities and are resilient to climate change.
7. **Promoting development opportunities** on BCP Council sites to the investment market including Institutional Funders and private investors and developers.
8. **Providing advice to the Council on suitable exit routes for sites** e.g., disposal, retention, and direct build, development with a JV partner.
9. **Preparing 3rd party funding** bids on behalf of the Council to external bodies such as Homes England and MHCLG.
10. **Managing assets on behalf of the Council** in cases where it has been agreed that management of assets should transfer to the URC².
11. **Identifying asset acquisition strategies** in support of regeneration, income generation and other policy objectives.
12. **Managing community consultation and stakeholder engagement** work on behalf of the Council to support the advancement of agreed schemes through planning.
13. **Representing the Council**, where agreed, in meetings with Government and public agencies.
14. **Supporting efforts to attract inward investment to the BCP region** and managing investor relations, where agreed
15. **Contributing place-making input to departmental strategies** (e.g., Marketing & Inward Investment; Destination Proposition & Hotels Strategy; High Streets Strategy; Green Infrastructure Strategy, Cultural Strategy etc.)
16. **Developing thematic place-based projects to support market transformation proposition** - bringing key URC inputs of place-making, enabling, collaborative project definition, design quality management, agile delivery, strategic investment - subject to corporate agreement via Project Outline Case (POC).

² It should be noted that it has not been agreed at this time that any assets, or the management of any assets, will be transferred to FuturePlaces. Should this happen in the future, it would need the approval of BCP Council.

17. **Providing urban development and place-making advice to the council** to support the regeneration of local areas drawing upon identified best practice.
18. **Identifying leading edge planning and development practices** to develop the BCP area as a national centre of excellence in stewardship driven development.

1.3.2 Regeneration & Place-Making Principles

The FuturePlaces' Business Plan and Commissioning Plan support the delivery of the BCP Council Big Plan to achieve BCP's place and economic potential. Quality of Life and wellbeing are at the heart of the place proposition, which is manifested through several key maxims:

- Sustainability is built into the urban form, through encouraging the enhancement or emergence of mixed use walkable neighbourhoods that are easily accessible to all demographics, using a full range of healthy and low carbon modes of mobility, together with the use of sustainable materials and consideration of whole-lifecycle energy efficiency and content of the built environment.
- Beauty of place is key. People do not want to live in ugly environments that do not have usability and accessibility built in.
- Good quality place-making is the product of a well-developed process which considers the needs of the stakeholders of all types, ages, and needs, carefully considers Council policy and priorities, and which engages leading edge professional inputs.

The key principles guiding the place-making objectives of the company, that align to BCP Council's Corporate Objectives are illustrated below:

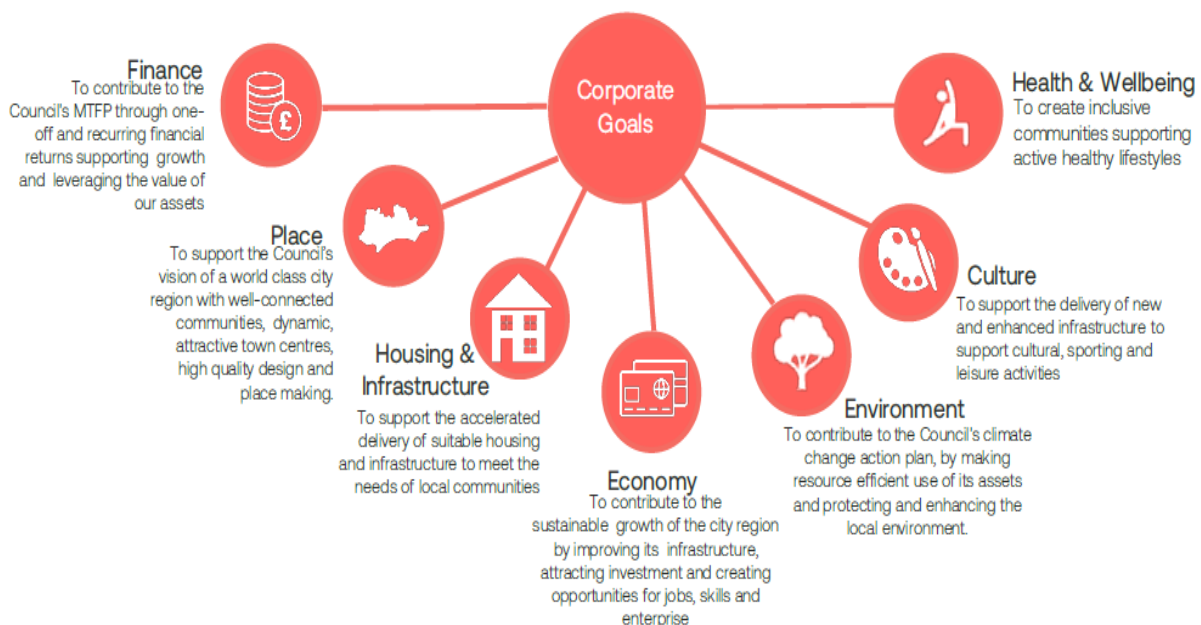


Figure 2: Key place-making principles – BCP FuturePlaces Business Plan, Commissioning Plan and Regeneration Strategy

1.4 Roster of Projects

14 projects were initially identified to be overseen by FuturePlaces and the company was charged with co-authoring the BCP Regeneration Strategy. It was anticipated from the outset that FuturePlaces would also provide expert place-making advice to the council. The company has since been commissioned by the council to deliver three additional projects (Carters Quay Design Quality Management, design work on Poole Town Quay in support of the Seafront Strategy and initial feasibility work on Poole Station Quarter). In addition, workstreams around thematic studies, whilst incorporated in the works and budgets approved in the October 2021 budget have been separated into separate projects. The total number of projects is therefore now 19. These are further described in Section 3.6 below. In addition, FuturePlaces has collaborated with BCP Planning Department to secure a DLUHC Design Code pilot project to support the delivery of two design codes at the Lansdowne area and Poole Quays. These are separately funded.

1.5 Environmental Social and Governance (ESG) Standards

FuturePlaces has adopted a set of ESG and quality standards. These standards will help to inform decisions on project prioritisation, and the assessment of value for money both in the context of returns on investment and wider best value considerations.

STANDARD	SOURCE / Governance
The Big Plan Aims & Objectives	The Big Plan
Smart Growth Principles	BCP Council Regeneration Strategy / Tests of Smart Growth (BRE)
Urban Village Standard	BCP Council Regeneration Strategy / The Princes Foundation
The Stewardship Kitemark (testing exercise)	The Stewardship Initiative
BREEAM Good / Excellent	BRE / BCP Council Climate Strategy
<i>Towards Zero Standard</i>	BCP FuturePlaces
Equalities & Perspectives Checklist	BCP FuturePlaces
Design Quality Management Protocol	BCP FuturePlaces

Figure 3. Proposed ESG Standards

The adopted standards will be reviewed from time to time and adjusted either through decisions taken by the Board or through the business plan process.

2 Progress To Date

2.1 Corporate Progress

Since operations started in late August 2021, FuturePlaces has achieved a number of key corporate deliverables. These include:

- Business Plan delivered and agreed in October 2021
- Senior Management Team appointment, team structure revised and recruitment of the deeper team well underway.
- Non-Executive Director (NED) recruitment process underway. It is expected that the NEDs will be appointed by September 2022
- Set up of key business processes with HR, procurement, marketing & comms, legal, IT and finance initially outsourced to BCP Council. Dedicated resource is now being brought online to address bottlenecks in Finance, Marketing and Comms and procurement. Legal capacity and availability of relevant specialisms remains under review.
- Set up of office – a key aspect of FuturePlaces has been adoption of an in-person led working model. FuturePlaces management believes that this is necessary to encourage the rapid cross fertilisation of ideas in a creative, innovation led start-up environment whilst enabling remote working when this is appropriate. FuturePlaces is currently working to identify appropriate longer term office space.
- Two wide-ranging business planning events held. FuturePlaces board, appropriate BCP Council staff and full FuturePlaces team met to ensure buy-in and full communication of the company objectives and ethos.
- Creation of the FuturePlaces' brand and related marketing materials.
- Commissioning and delivery of *The Big Conversation, which is moving to Rollout*.
- Identification of linked *Place Potential* exercise to contribute place-making inputs to the formulation of the local plan vision, regeneration strategy and an investment prospectus.
- London launch of FuturePlaces event, attended by key figures from central government, senior management from large, aligned long term investors and other stakeholders. This has proved invaluable in founding relationships with government which are now being expanded into other areas.
- MIPIM preparation and attendance, at which FuturePlaces and its business model was introduced to over 50 UK and international companies and institutions, with a view to attracting investment, securing design expertise for specialist assets, and engaging government participation.
- Internal 'ways of working' exercise to establish working method with BCP council counterparts Regular meeting schedule established with Planning, Housing & Growth & Infrastructure.

- High level engagement with Homes England, Department for International trade (DIT) and the Department for Levelling-Up, Housing and Communities (DLUHC).
- *Building BCP* – industry interface in process of establishment.
- Engagement with potential key partners, both local stakeholders and best in class advisors and investors:
- Establishing an innovative process of project inception, scoping, and design quality management to secure best quality place-making and design outcomes
- Commissioning and delivery of 30 project enabling and due diligence workstreams.

Further non-core deliverables:

- Support to council on project to determine optimal financing structures both for a variety of council owned assets and future acquisitions. This work is on-going; however, a number of potentially interesting structures have been identified.
- Engagement with planning department on transformation process, planning strategy and local plan.
- Discussions with key local stakeholders on property needs to support and facilitate long term employment and growth in the area.

2.2 Project Progress

Considerable progress has been made across the project programme. This is noted in more detail in Section 3 below.

An initial set of projects will be brought forward to Council for approval during Autumn 2022 – these include Beach Road Car Park, Chapel Lane Car Park, Constitution Hill, Poole Civic Centre; Christchurch Civic Centre and the Green Car Park project.

Development work is in hand on longer term strategic projects including Holes Bay, Heart of Poole, Wessex Fields, Boscombe, Christchurch/Two Rivers Meet and the Bournemouth Arc – including Westover Road.

Working with BCP Planning Department FuturePlaces secured a DLUHC Design Code pilot to develop design codes for the Lansdowne area and Poole Quays which are now in production.

Design improvements facilitated by FuturePlaces for Carters Quay phases 4-6 were successfully integrated into the transaction which completed in November 2021.

Works are also under way on

- Delivery of Poole Town Quay;
- Development of the Poole Promenade overall public realm design concept building on the EA investment in the flood defences and bringing coordination to diverse sites to form a coordinated waterfront public realm.

- Winter Gardens Review/BIC capacity study and reprovision.
- Regeneration/place-making strategy for Poole Old Town linked to the identification of the Poole Quays Design code.
- Regeneration/place-making strategy for Lansdowne area – the second Design Code pilot.
- Regeneration/place-making strategy for Westover Road – as part of the Bournemouth ARC project.
- Design quality management inputs at Carters Quay.

Some thematic cross-cutting projects have also emerged either in response to a critical regeneration/sustainability issue or as a response to the management of overall project risk.

2.3 Resourcing

All of this has been done in a period intense change in the property sector and employment markets. Post lockdown, the tightness of employment markets is well documented and competition for skills is intense. Despite this, by carefully articulating its offering, FuturePlaces has managed to hire excellent talent. However, competition for suitably qualified staff in the property sector remains intense, and this continues to drive salary levels upwards. Despite this, FuturePlaces is still managing to operate within budget.

The new hires are now coming on-line, and it is expected that the pace of delivery will accelerate as staff are added during Q2 and Q3 2022.

3 Delivery

This section sets out how FuturePlaces will deliver against its main objectives and sets out the key targets and goals for delivery, the critical, and details of how these will be addressed.

3.1 Volume of Delivery

Estimates have put the number of new homes needed in England at up to 345,000 per year, accounting for new household formation and a backlog of existing housing. In 2019/20, the total housing stock in England increased by around 244,000 homes³. Within the BCP area, the Council's Big Plan calls for 32,000 new homes over 16 years, against a housing stock currently in the region of 186,000 homes.⁴ This calls for ambitious delivery: an average of 2,000 new homes per year.

The “*Fixing our Broken Housing Market*” Housing White Paper (2017)⁵ identified a threefold problem of “not enough local authorities planning for the homes they need; house building that is simply too slow; and a construction industry that is too reliant on a small number of big players.” In the BCP area, this has been further exacerbated by stalled sites failing to deliver on sites granted planning permission. This exacerbates an already low rate of delivery of new homes, with consequent pressure on the supply demand dynamic, which is driven by wealthy inward migration and buyers seeking second homes. Affordability becomes even more of a problem in a market that already suffers from some of the worst affordability ratios in the UK.

The Letwin Report⁶ highlighted the issue of absorption rates which is a critical factor in inhibiting the level of growth that an area can sustain versus the desire to improve the built environment and sense of place. However, given the low levels of supply into the local market at present, it is anticipated that take-up rates of proposed volumes can be sustained especially where this is supported by high quality place-making.

The local property market is characterised by some pockets of high property value, however elsewhere, there are concentrations of HMOs, low intensity single use development and a history of stalled sites failing to deliver. Commonly, the design response to schemes neither fully optimises the place potential of the location, mixed use nor delivers wider community benefit.

There are many areas across the BCP area that need regenerative development to secure new housing, jobs, amenities, and services and to unlock the opportunity to create better places. Land use intensification to meet the pressure for growth equally needs to be managed to support sustainability through the creation and enhancement of walkable neighbourhoods, and support place-making and lifestyle choice.

³ CBP-7671.pdf (parliament.uk)

⁴ <https://www.bcpccouncil.gov.uk/About-the-council/Our-Big-Plan/Our-Big-Plan.aspx>

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/590464/Fixing_our_broken_housing_market_-_print_ready_version.pdf

⁶ <https://www.gov.uk/government/publications/independent-review-of-build-out-final-report>

3.2 Quality of Delivery

As well as the pressing demand for new homes there is a crisis in terms of housing quality. “According to Shelter, 51% of new homeowners said they have suffered problems with their new properties, including failures with the utilities, complications with the state of construction and barely finished fittings.”⁷ However, this does not identify the full extent of the problem. The quoted statistic only identifies problems with implementation issues -

items that should work but do not, or which do not measure up to the original specification. It does not address the lack of quality in the original specification. Standard housebuilding has little incentive to invest in sustainable technology that can reduce lifecycle costs to homeowners and reduce the burden on the environment of household heating, lighting, waste and water processing and similar services. The investment in such technologies can only be passed on as a cost to the house purchaser making schemes uncompetitive in an environment where buyers are already stretched to meet the initial purchase price and may be unable to determine a present value for consequential costs that could occur in the future.

Equally, standard residentially-led development frequently fails to deliver on infrastructure, community servicing, a sufficient affordable component and place-making elements.

3.3 Quality of Place

As identified by the Building Better, Building Beautiful Commission, all too often schemes do not deliver attractive, sustainable places where people will be proud to live, work and raise families. Identikit, low quality developments - which pack maximum units onto a site - might deliver volume housing targets but can be damaging to residents’ wellbeing and quality of life. They will usually also fail to deliver on sustainability objectives as such housing is generally highly car dependent. Under-served car dependent communities are also more likely to suffer from mental and physical health problems at a cost to the individual and society, placing additional burdens on the NHS and social care⁸.

An important aspect of sustainable place-making is the availability of local community services and significant scale of mixed-use development. These help to support fully-fledged, walkable communities with the opportunity for people to live and work more locally, reducing car dependency. Standard housebuilding has consistently demonstrated difficulty with both the delivery of adequate social infrastructure to support large scale schemes, and also the delivery of mixed-use development which has been shown to be more sustainable (supporting significant trip reduction); better health and wellbeing outcomes; and improved lifestyle choice and local economic value capture.⁹ FuturePlaces is committed to ensuring that its place-making is suitable for all members of the community. Accessibility and inclusivity are key tenets of the adopted design philosophy. As well as supporting specific BCP Council projects aimed at meeting the requirements of elderly residents with care needs through the development of

⁷ <https://adamarchitecture.com/wp-content/uploads/2020/03/Placemaking-A-patient-approach-to-creating-communitiesdigitals.pdf>

⁸ Living with beauty: report of the Building Better, Building Beautiful Commission - GOV.UK (www.gov.uk)

⁹ Walkability and Mixed Use - Making Valuable and Healthy Communities | Knight Frank Research

an Extra Care Village, FuturePlaces aims to include a proportion of extra care homes and facilities in its strategic scale projects, where possible, supporting a housing offer that meets the needs of all life stages and circumstances. Although BCP's current provision of 398 units is in excess of the number of residents to whom BCP is providing extra care, indicating a short-term excess capacity¹⁰, using local population projections it is anticipated that there will be a need for up to 1,312 units by 2030 and 1,577 by 2040.

Accommodating differing user and occupier needs both in schemes and through its role in supporting high quality public realm design is at the heart of FuturePlaces approach and is supported by the adoption of its equalities check-listing process, systematic early stakeholder engagement and both market demand and need assessment.

3.4 Affordability

There is a need to explicitly address the problem of housing affordability as well as housing numbers. Simply delivering more unaffordable housing does not assist many local people. The problem is especially acute within the BCP area which is experiencing very high levels of demand from affluent relocators and second home buyers. This makes it very difficult for local residents who earn less than the national average in key employment sectors such as tourism and social care.

Data from the ONS suggests that whilst the average price of houses in the UK is currently 7.8x average earnings, within the region the figure is approximately 9.8 in the BCP area as a whole and even more in the metropolitan areas.¹¹

3.5 The role of the Public Sector

Local authorities have a key role to play in addressing the housing crisis; the delivery of sustainable growth and securing place-based regeneration.

The Bournemouth, Christchurch and Poole area has a combined housing stock of approximately 186,000 homes, of which 89.7% are privately owned, and the remainder either local authority or housing association owned¹². The total net supply has increased over the past 5 years by 6,589, below the targets set by the National Planning Policy Framework, and there is an urgent need to increase both the quantity and the quality of homes within the area to start addressing these sibling crises and address sustainable resilience place-making in the process.

¹⁰ See <https://democracy.bcpccouncil.gov.uk/documents/s29325/Appendix%20-%20Extra%20Care%20Housing%20Strategy.pdf>

¹¹ Source: <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/housingaffordabilityinenglandandwales/20#national-and-regional-analysis>

¹² Local authority data: housing supply (parliament.uk)

In order to meet the targets, set in the Big Plan, the rate of delivery needs to be increased dramatically. But there is a risk that rapidly increasing volume could lead to the production of large quantities of low cost, standard form product.

The Stewardship Initiative undertook a systematic review of high quality, contemporary housing schemes and the commercial conditions under which these have been taken forward. In every case, high quality, residentially led urban development at scale has been shown to be the product of long-term landowner involvement, and of a patient approach to returns on capital invested.¹³ BCP Council, as a long-term stakeholder within the area, is well placed to implement a stewardship approach to place-making within its conurbation, supporting the area now and in the future.

FuturePlaces' stewardship-led approach to delivering regeneration offers the opportunity to simultaneously address these challenges, delivering more plentiful, better homes for local residents, whilst improving the quality of life for existing residents and securing the place-making ambition set out in the Big Plan.

3.6 Project Delivery

At inception, FuturePlaces was allocated a portfolio of 14 sites to take forward for consideration. These varied in size and complexity from car parks identified as surplus to requirements, redundant corporate assets through to supporting complex area-based regeneration projects, such as Boscombe and Holes Bay.

Table 2: Initial FuturePlaces Project List

1	Beach Road Carpark
2a	BIC/ARC
3	Boscombe
4	Chapel
5	Christchurch
6	Heart of Poole
7a	Holes Bay
8	Poole Civic Centre
9	Turlin Moor
10	WessexFields
11	Port of Poole
12	Constitution Hill
13	Extra Care Village
14	Cotlands Road

¹³ Stewardship Initiative: <https://www.stewardship-initiative.com>

The October 2021 business plan detailed project budgets for feasibility works through to the next gateway stage. As outlined in the gateway process BCP Council would be given the opportunity to consider and approve the expenditure needed to progress a particular option. This process enables a feasibility and options process to determine whether it is a worthwhile commercial risk to spend money on a particular option or delivery route.

During the last six months, FuturePlaces conducted option analyses on the majority of its sites; during this period project workstreams have crystallised and additional projects added into the FuturePlaces remit.

Table 3: Project List as at April 2022

	Project	Rationale for New Project
1	Beach Road Car Park	Original project list
2	BIC/ARC	Original project list
2a	Winter Gardens Review	Requested by council due to changing market and policy circumstances.
2b	BIC Capacity Study and Re-Provision	Requested by council in consequence of exercise 2a above building on work undertaken by Culture and Leisure Team.
2c	Westover Road – charette and urban design strategy	Activation of ARC project deploying stakeholder engagement techniques and co-design processes.
3	Boscombe	Original project list
4	Poole Old Town and Quays	Chapel Lane project expanded recognising importance of securing regeneration of Old Town to support wider regeneration ambitions for Poole.
4a	Chapel Lane (North) – mixed use development	Mixed use scheme
4b	Chapel Lane (South) – Green Car Park	Pilot green car park recognising important role this high quality car park plays in visitor patronage of Poole Centre.
4c	Poole Quays Design Code (DLUHC Pilot)	DLUHC pilot
4d	Poole Town Quay – design and delivery	BCP design / delivery commission
4e	Poole Promenade (West Quay to Hunger Hill) – design and delivery	Key integrative project unlocking regeneration of the Poole Waterfront; coordinating live development proposals and optimising EA flood mitigation

	Project	Rationale for New Project
		investment to produce high quality public realm.
4f	Poole Waterfront – technical studies – aggregate impacts	Development of evidence base to support Poole Quays projects.
5	Christchurch Local Plan Support and Capacity Study	Original project list
5a	Reuse of Christchurch Civic Centre	Original project list
5b	Christchurch Civic Centre Green Car Park	Pilot green car park recognising important role this high quality car park plays in visitor patronage of Christchurch Centre.
5c	Christchurch Civic Campus Masterplan	Original project list
5d	Christchurch High Street to station – urban design strategy	Project adopted recognising importance of securing improved connectivity to railway station and optimising adjacent development sites.
6	Heart of Poole	Original project list
7	Holes Bay	Original project list
7a	Land remediation, stabilisation and flood mitigation strategy	Technical studies with early point of capitalisation.
7a	Holes Bay Meanwhile Use Masterplan and Delivery	Recognising incremental approach to delivery
7b	Holes Bay – Phase 1a: Hamworthy Urban Village & New Park	Discrete delivery phase responding to stakeholder engagement requirements.
7c	Holes Bay - Water, Waste and Energy strategy	Technical approach to optimise potential of site to meet key regulatory requirements and produce innovative solution.
7d	Holes Bay Waterfront & Public Realm	Linked to Poole Promenade project – generated by need to secure design coordination with Carters Quay scheme (in delivery)
8	Poole Civic Centre	Original project list
9	Turlin Moor	Original project list
10	Wessex Fields	Original project list
11	Port of Poole	Response to key partner's development and investment needs to secure local business growth.
12	Constitution Hill	Original project list
13	Extra Care Village	Original project list

	Project	Rationale for New Project
14	Lansdowne & Cotlands	Original project list (as Cotlands Road)
14a	Lansdowne Charette & Design Code	DLUHC pilot to secure urban design framework for area and public realm approach.
15	Carter's Quay Design Quality Management (DQM) Exercise	Design Quality Management involvement required by council.
16	Poole Station Quarter	Memorandum Of Understanding in discussion with Network Rail and SW Rail to optimise opportunity to secure a multi-modal movement hub supporting sustainable travel.
17	Seafront – projectsupport	In discussion with Seafront Team to support their delivery programme
18	Thematic Studies: - The Big Conversation - Place Potential Plan & Studies - Developing BCP Industry Group	Project to explore resident and stakeholder values to guide place-making programme Technical studies to develop emerging place narrative into a coordinated approach to regeneration and place-making Engagement initiative to interrogate industry barriers to development delivery and to intermediate these with BCP Council, LEP and others.
19	Cross Cutting Projects: -Charettes Programme - Design Codes - Green Car parks - SuperLoos - High Streets Renaissance - Strategic Landscape & Natural Capital Investment Approach (inputs)	Projects with multi-locational application to deal with key place-making or sustainable development issues identified.

3.7 Project Delivery Timing

Projects have been allocated into five categories: Advanced Delivery Sites, Strategic Projects, Thematic Studies, Cross-Cutting Projects, and Additional Projects as set out below in more detail.

3.7.1 Advanced Delivery Sites

The advanced delivery projects list consists of five sites, these are:

- Beach Road Car Park
- Chapel Lane Car Park
- Constitution Hill
- Christchurch Civic Centre
- Poole Civic Centre

FuturePlaces aims to bring a business case outlining a single option proposal for each of these sites to BCP Council during the autumn of 2022. If approved, this would trigger the ability for BCP Council to capitalise the project costs and hence for FuturePlaces to raise an invoice for its works to date. From the Councils perspective, any future expenditure as detailed in the business case on a development project can be capitalised, or alternatively the asset may be released for sale if surplus to requirements.

The next stage of development of these projects will require additional work, from FuturePlaces staff and where necessary external consultants. The costs of these works are included in the revised budgets presented below in Section 6. It is important to note that this request for increased spending is not an overspend. In fact, as can be seen in Section 6, FuturePlaces has delivered the work done to date under budget. The requested budget is for further work that either depended on the option for the site selected during initial phase works, or that could not be foreseen without decisions on whether to proceed with a particular option, or that support projects that were not within FuturePlaces remit at the time the prior business plan was written.

3.7.2 Strategic Projects

The strategic projects are larger, more complex and longer-term projects including:

- Boscombe
- BIC/ Winter Gardens
- Holes Bay
- Poole Old Town & Quays
- Heart of Poole
- Christchurch Civic Campus (which includes a capacity study for parking and strategy to improve the environmental footprint)
- Wessex Fields

Each of these projects is being broken down into a series of stages bespoke to each project.

- **Boscombe:** Key activity is to support the submission of the Towns Fund business cases in September 2022.
- **BIC/ Winter Gardens:** A business case setting out a strategy for reprovisioning the BIC and corresponding redevelopment of the BIC and Winter Gardens sites will be brought to BCP Council during December 2022.
- **Holes Bay:** Plans are being taken forward for key remediation and infrastructure works for presentation during December 2022. A hybrid application or Local Development Order (LDO) will be brought forward during 2023.
- **Poole Old Town & Quays:** A project is being brought forward in stages with Poole Town Quay forming the first phase with a Futures Fund Bid and OBC to be delivered in the Summer 2022; a design charette across the area will be conducted during the Autumn 2022 to support the production of the Poole Quays Design Code part funded by DHLUC in March 2023.
- **Heart of Poole:** A first stage project to identify public realm improvements around the Lighthouse; bus station and to support the regeneration of Brownsea House is in hand. It is anticipated that this business case will be brought forward in Autumn 2022 and may be the subject of an application for government funding.
- **Christchurch Civic Campus:** Work is imminently due to start on a stakeholder engagement and project briefing exercise to consider the basis of an urban design approach and overall masterplan for the Civic centre and Two Rivers Meet area. This will inform the development of the masterplan during Late 2022/2023.
- **Wessex Fields:** Work is due to start on a stakeholder engagement and project briefing exercise to consider the basis of an urban design approach and overall masterplan for the Wessex Fields project. This will inform the development of the masterplan during Late 2022/2023.

3.7.3 Thematic studies

(a) The Big Conversation

FuturePlaces, working with BCP Marketing and Communications Directorate commissioned 1HQ to undertake a deep and community wide engagement exercise to understand what it is about BCP that residents value and what their future needs and aspirations for the area are. This work has been delivered and is being used to inform the future branding and communications strategy of the Council. In parallel, it will form the basis of the Place Potential exercise that FuturePlaces will use to inform the regeneration strategy. The Place Potential exercise will enable to creation of an investment prospectus and could be a valuable input to the Local Plan.

(b) Place Potential Plan and Strategy

This workstream is essential to underpin the production of the BCP Regeneration Strategy, to support the Local Plan Vision, inform a BCP Investment Prospectus and support bids to organisations such as Homes England and DLUHC for project funding.

(c) Developing BCP – Industry Survey & Group

A further area of activity has been to look at barriers to delivery such as skills shortages, supply chain issues etc. A representative group of built environment specialists and local stakeholders is being established. Membership will be dynamic and rotating so as not to favour any specific commercial interest or other group. The group will be surveyed to frame an industry view on key barriers to delivery. It will be an important interface between the industry and council on these matters to reinforce current engagement points.

3.7.4 Cross-cutting Projects

The cross-cutting projects have emerged to either support the wider regeneration/place-making remit of FuturePlaces, or to produce generic solutions to key Big Plan delivery commitments or secure sustainable development. As the name suggests, these projects have implications across a number of schemes. These are:

(a) Charette Programme

Programme of area-based Charettes (Westover Road, Poole Old Town, Lansdowne, Christchurch High Street to Station; Seafront & Sandbanks) supporting the Design Codes programme and the development of area-based regeneration strategies.

(b) Design Codes

FuturePlaces worked collaboratively with BCP Planning Team to secure £120,000 of funding from DLUHC in a competitive process to fund the development of design codes for Poole Quays and Lansdowne which will be completed by March 2023.

(c) Green Car Parks

A greening programme has been proposed to deal with a number of environmental issues associated with traditional blacktop car parks. These include re-provisioning with porous material to facilitate sustainable urban drainage (SUD), structural planting to enhance the visual attractiveness of the sites and encourage biodiversity and the provision of low energy lighting, solar generation where possible and EV charging. A priority list is being compiled of which Chapel Lane (South) and Christchurch Civic Centre will operate as pilots. Concept technical drawings are being prepared along with other technical workstreams. Once these are completed costings can be determined and a business case will be constructed for presentation to BCP Council.

(d) Superloos

Public lavatories have become a topic of great concern following Covid, and the increased influx of visitors to the beaches during peak holiday periods. The Superloos project aims to deliver a number of high-quality, architect designed public lavatories in locations of high demand. A list of potential locations is being compiled for agreement with the Council. Project briefing with key user groups will be undertaken and a concept brief will be completed and

costed. A business case will be presented to BCP Council to develop the project to the next stage, including conducting an architectural competition.

(e) High Streets Renaissance Strategy

Building on recent work undertaken by BCP Future Lab, the company will develop an innovative approach to High Street regeneration. Initial areas of focus are: Christchurch Road, Boscombe; Poole High Street and Westover Road. A project plan is in development for each of these locations. Once these are completed, costings can be determined, and a business case constructed for presentation to BCP Council.

(f) Strategic Landscape Plan & Natural Capital Investment Approach

The need for a strategic approach to biodiversity net gain/water and Suitable Alternative Natural Green Space (SANGs) have been identified as critical to the Council, FuturePlaces delivery programme and also to the development industry.

FuturePlaces has been holding discussions with Council colleagues and the land management industry to develop a strategic, coordinated approach to natural capital. The objective is to coordinate requirements and secure net gain whilst also considering opportunities for revenue generation through offering solutions to third parties.

3.7.5 Additional projects

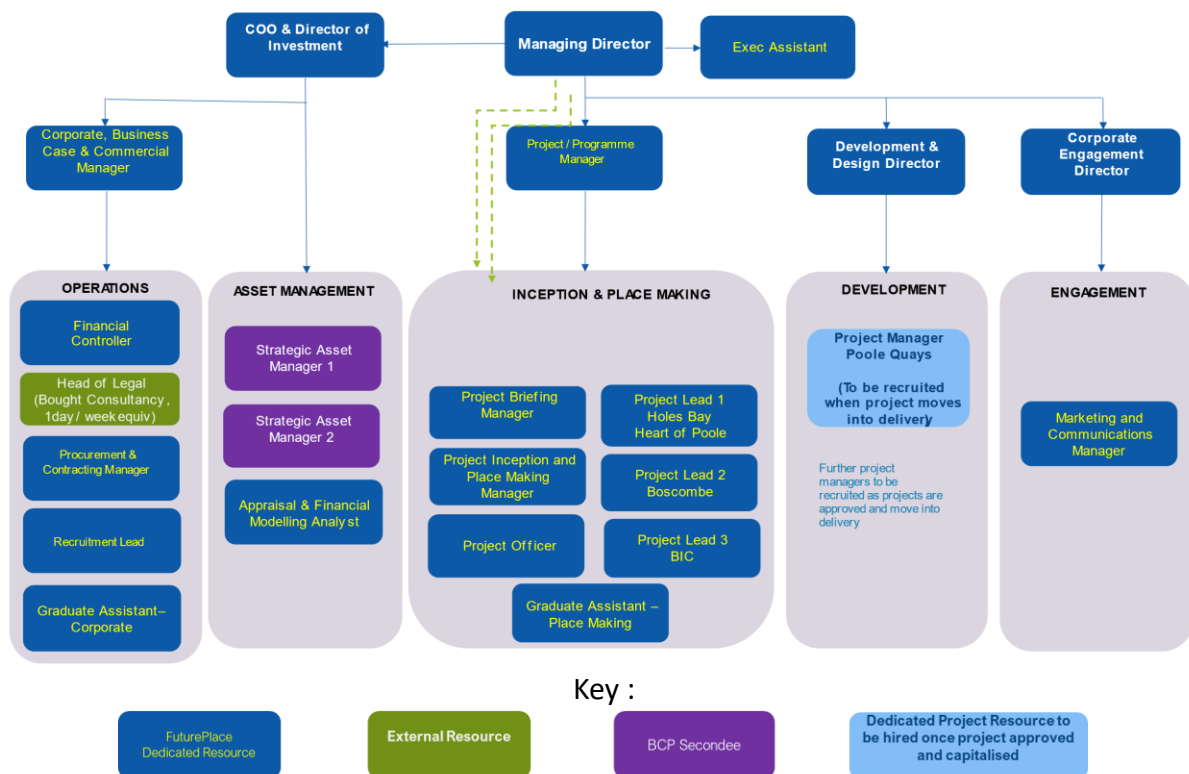
FuturePlaces has been asked to consider additional projects that were not contemplated at the time of the October 2021 business plan. These include:

- Poole Station Quarter – Network Rail master-planning has started; FuturePlaces will work with Network Rail and internal stakeholder to maximise the opportunity and ensure good integration with the Heart of Poole project.
- Bournemouth Station Quarter – Network Rail master-planning has started; FuturePlaces will work with Network Rail and internal stakeholder to maximise the opportunity and ensure good integration with the Lansdowne and easy transition into the town centre.
- Port of Poole - Working closely with the Poole Harbour Commissioners, FuturePlaces is developing plans to ensure that employment and skill development opportunities are secured for the long term on the port site. Opportunities also exist to capture business that has grown out of the trend towards “staycations” as Poole is increasingly seen as a boat haven of choice for boats of all sizes.

All of these need an approval for financing by BCP Council before any external works can be undertaken to the extent that they cannot be funded from FuturePlaces own funds, unless external funding can be secured.

4 Organisation & Governance

The corporate structure is shown in the diagram below.



FuturePlaces has realigned reporting lines to better reflect the functionality of the company.

The structure consists of 5 core teams and a cross cutting project management capacity linking operational management to project management & programming:

- **Operations Team:** Responsible for the operation of the company, finance, modelling and operational issues.
- **Asset Management:** Land assembly, joint venture structuring and consideration of the use of the asset, current, meanwhile and future and how revenue can be generated from it in whilst providing best quality service to the community and visitors.
- **Project Inception & Place-making:** Tasked with the processes necessary to initiate a project, such as developing the project briefing documents, managing the inception phase, organising initial works to determine site capacity and potential uses, design charettes with local stakeholders.
- **Development & Design Management:** Detailed scheme design and management of the delivery process, ensuring design quality management throughout the project lifecycle and that place-making outcomes are secured.
- **Engagement:** Responsible for communication to and from all key stakeholders, from elected representatives to local residents and other local community, business, special interest and stakeholder groups. Two-way communication is

essential to ensure that community needs are being appropriately met and fed into the design process, and that stakeholders are kept fully informed of the development of ideas as plans take shape.

As outlined in the October 2021 business plan FuturePlaces can access essential services from BCP Council via a resource agreement where appropriate. These services include IT, Finance and Legal. The provision of these services will be reviewed as the Company evolves.

The teams report into an identified member of the Senior Management Team which in turn is overseen by the Managing Director.

The SMT reports, via the board to the shareholder, BCP Council and also via regular SMT engagement meetings with the SRO, the Director of Regeneration at BCP Council.

4.1 Recruitment & Staffing

FuturePlaces allows greater flexibility in staff remuneration, enabling the recruitment and retention of the best people in key fields to meet capacity and, or capability gaps.

The Company has developed a corporate induction programme and will deliver policies and training courses that facilitate an inclusive, safe and socially responsible workplace for its staff and to enhance substantive skills and performance to support high quality stewardship development.

4.2 Policies

The following policies have been developed and adopted:

- Declaration of Interests, Gifts and Hospitality Policy
- Conflict of Interest and Disclosure Policy
- Leave Policy
- Health & Safety Policy
- Disciplinary and Dismissal Policy
- Expenses Policy
- Environmental Policy
- Whistleblowing policy
- GDPR Policy
- Grievance and Complaints Policy & Procedure
- Social Media Policy
- Equality, Diversity and Inclusion Policy

All members of staff are made aware of our Corporate Standards: Draft Stewardship Kitemark; Towards Zero Standard, Equalities Checklist Procedure.

It should be noted that as an external company, these policies and procedures may differ from BCP Council policies covering the same subject matter.

FuturePlaces is in the process of developing an induction programme to educate new staff on the processes needed for good place-making and design quality management that have been established by the company.

FuturePlaces will have a commitment from inception to source the best and most appropriate talent regardless of ethnicity, gender identity, sexual orientation, religion, age, disability, marital status, socio-economic background or other characteristics, whether protected or not. All staff will be empowered to fulfil their roles and seek career advancement within roles available without fear of discrimination, harassment or victimisation.

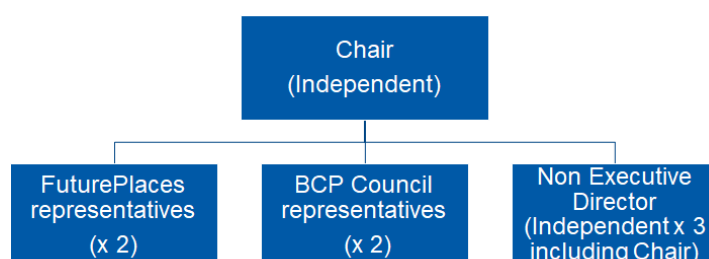
4.3 Delegated Authorities

The Company's scheme of delegated authority remains unchanged and is in accordance with BCP Council's Scheme of Delegation.

4.4 Board Membership

The composition of the Board is determined by BCP Council as shareholder via the reserved matters with a minimum of 3 members.

It is anticipated that at full strength the board will be composed of not less than 6 members :



It is anticipated that the Chair will be appointed for a term of three years and will normally be selected from amongst the non-executive directors. However, BCP Council retains the right to replace the directors and chair.

5 Approval Gateways

In support of the new funding mechanism, work has been carried out jointly between BCP Council and FuturePlaces on the appropriateness of the project gateway process originally designed by Inner Circle Consultants. Both parties agreed that the process required streamlining and simplifying to ensure project momentum whilst protecting the public interest and providing a clear and evidenced audit trail behind key decisions. Audit and Governance Committee also commented that the process would benefit from fewer but clearer points of oversight.

The new proposal seeks to simplify the content of reports and business cases required for projects to pass through the project gateways. This will be done by removing duplication from documents and ensuring that each new document builds on, and complements, its predecessor. There will not be a reduction in the work required to thoroughly investigate options for delivery of each project, nor in the quality of the information provided, but in the number of documents produced. Gateway 0 has been removed as a step, because it is a duplication of the introduction of the projects in the business plan.

The proposed process remains based on HM Treasury Green Book guidance but sees the Project Inception Document (PID) and the Strategic Outline Case (SOC) consolidated into a Project Outline, and the stages detailed below have reduced from 7 to 6.

The new process is summarised here:

- **Stage 1 - Project Outline Case (POC)** - will be created for each project and form part of the Business Plan (refreshed annually). Each year Cabinet and Council approve the Business plan along with the working capital loan.
 - For new projects - identified outside of the annual business planning process - a Project Outline Case will also be completed and considered by the Company Board or Cabinet depending on the project value and/or any feasibility funding required. The Project Outline Case will identify whether funding requirements can be met from FuturePlaces normal resources, or whether separate funding is requested.
- **Stage 2 – Outline Business Case (OBC)** - FuturePlaces uses its working capital loan to fund the work required to create an OBC for each project (some projects may be broken down into sub-projects to support phasing of delivery, each with its own OBC). The OBC will appraise options and make a recommendation to Council for approval of a preferred, single option including the anticipated outcome, the funding strategy, and details of potential risks foreseeable at that stage. Council approval of a single option constitutes a capitalisation event for the Council and allows FuturePlaces to invoice for works to date. Approval of the OBC will authorise the necessary works to develop a Full Business Case.
- **Stage 3 – Full Business Case (FBC)** – a FBC is prepared for the project, including detailed designs and costings. Council approval of the FBC is required to move forward to procurement, contracting and delivery.
- **Stage 4 - Procurement, contracting and delivery.**

- **Stage 5** - Project closure.
- **Stage 6** - Benefits realisation.

The project stages above are supported by a series of gateways to govern investment decisions. At each decision point a series of questions must be answered before the project can progress to the next stage. These are set out in the table below.

Stage	Gate way	Document	Decision-Maker	Key Consideration
Project Conception and feasibility	1	Business Plan or New Project Outline Case (if outside of the annual Business Planning Process)	FuturePlaces Board Cabinet/ Council	<ul style="list-style-type: none"> • <i>What is the challenge and the potential solution?</i> • <i>How does it fit with the Big Plan?</i> • <i>What is the potential triple-bottom line value to the Council? (Financial, social, environmental)</i> • <i>Is it a good idea?</i> • <i>What are the possible uses or possible solutions/Options?</i> • <i>Is it feasible, and potentially financially viable?</i> • <i>Does FuturePlaces have the capacity (time and budget) to take it forward?</i> • <i>Approval gives green light to spend money from the Working Capital Loan to produce OBC for each site (or project) identified, and delivery programme</i>
Options Appraisal and Recommendation	2	Outline Business Case (OBC)	Cabinet/ Council	<ul style="list-style-type: none"> • <i>Brings together feasibility work, including high level designs</i> • <i>Options appraisal (Do something, No Nothing, Do Optimum, etc.) and single option recommendation for taking forward to Full Business Case</i> • Capitalisation point
Detailed design and Full Business Case Development	3	Full Business Case (FBC)	Cabinet/ Council	<ul style="list-style-type: none"> • <i>Does the project deliver strategic objectives?</i> • <i>Does the project meet our design quality commitments?</i> • <i>Does the financial case meet minimum return and maximum investment conditions?</i> • <i>What is the agreed delivery mechanism (direct, JV, SPV etc.)?</i> • <i>Can we action the development programme (e.g., award contractor; enter JV; etc.). *</i> • <i>What is the final time, cost, and quality expectations for the project?</i>
Pre-Contract & Construction	4	Board Report	FuturePlaces Board*	<ul style="list-style-type: none"> • <i>Procurement*</i> • <i>Contracting*</i> • <i>Delivery</i>
Project Completion and Closure	5	Board Report	FuturePlaces Board	<ul style="list-style-type: none"> • <i>Has the project been completed to our quality requirements?</i> • <i>Have the accounts been closed off?</i>

Stage	Gate way	Document	Decision-Maker	Key Consideration
				<ul style="list-style-type: none"> • <i>Successful handover to operator?</i> <p><i>For retained assets:</i></p> <ul style="list-style-type: none"> • <i>Is a plan for ongoing operation and asset management in place?</i> • <i>Are sufficient resources in place to allow long term stewardship of the site to retain and increase value?</i>
Benefits Realisation (Monitoring and Evaluation)	6	Annual Performance Report	Cabinet/Council	<ul style="list-style-type: none"> • <i>What were our realised benefits?</i> • <i>What did we achieve?</i> • <i>What did we learn?</i> • <i>What would we do differently?</i>

**NB. In line with PCR2015 and the Council's Financial Regulations – this may require Cabinet/Council approval or a request to delegate authority will be required at the FBC stage.*

The system will provide assurance to the FuturePlaces Board and BCP Council that:

- Projects are carefully and consistently reviewed at key project stages
- Projects and programs are delivered to a high standard, on time and to budget
- Public money is invested in projects aligned to Council objectives and socio-economic benefits are achieved.

6 Finance

An analysis of the underspend by FuturePlaces has been jointly undertaken by FuturePlaces and BCP Council Finance Teams. An underspend of £1.497m has been identified. Subject to final agreement by BCP council, a proportion of this amount will be made available to FuturePlaces to fund those FY22/23 activities that formed part of the prior year's approved budget. In addition, £850,000 of existing Capital project funds can be used to support near term requirements. Finally, the current £400,000 funding facility is available until this business plan can be approved.

In aggregate, these facilities are sufficient to pay for FuturePlaces operations until the £8million working facility can be approved and the company remains a going concern.

6.1 Budgetary Pressures

At inception, FuturePlaces was given a portfolio of 14 sites to consider. As engagement with BCP Council has been built, both sides of the commissioning process have recognised that there is a wider range of works that BCP Council would like FuturePlaces to undertake.

This includes a recent request to look at a possible reprovion of the BIC, the station quarters in Poole and Bournemouth, and their interaction with intermodal transport options. These projects will also aim to assist the green agenda, facilitate land use intensification and aid sustainable mobility. Other requests include support for further areas of the Poole waterfront to tie in with flood defence and public realm works and various bespoke projects around funding options.

FuturePlaces has, in conjunction with relevant BCP Council colleagues, run an extensive engagement campaign, The Big Conversation, engaging with local councillors, residents, businesses and stakeholders to build on the Big Plan and ensure that public views about the character of place and of the regeneration program are fed into the process at an early stage. The emerging place narrative developed with 1HQ highlights the importance to all sectors of the community of quality of life, wellbeing, active lifestyles and engagement with the wonderful natural assets of the region. FuturePlaces will build these priorities into its developing programme.

Clearly, additional projects necessarily imply additional costs. It is this cost pressure that the revised budget is designed to address. To date, FuturePlaces has absorbed additional work within its cost-base but this additional workload cannot be supported long term from within a budget designed to address a smaller project list.

It should be noted that the incremental costs are not due to over-runs or mission creep on extant projects. FuturePlaces continue to operate at 35% below budget on its operational expense and 1% below budget on its enabling works, with no call on contingency funds in either case.

Given the decision points reached, it is now prudent to undertake further works on some of the projects and commission works on the new projects commissioned by BCP Council. The total incremental cost of these works is £2.61 million and the breakdown of these costs and the revised 2022/34 budget can be found in Confidential Appendix 1.

7 Funding Model

FuturePlaces agreed a budget for costs and expenditure for FY 22/23 with BCP Council during October 2021. FuturePlaces recognises the Council's change of requirement to associate recognition of costs of professional advice and development management services with capitalisable projects. Although it would be more attractive from FuturePlaces' perspective to leave the prior funding arrangement in place, this option has been rejected as unattractive to the client, BCP Council.

To assist BCP Council, FuturePlaces' shareholder and client, the following funding mechanism has been developed. This will present challenges to FuturePlaces which are extraneous to its own invoicing, income recognition accounting requirements – increasing the level of risk and potentially challenging the stewardship business model.

Local Authority Accounting Code of Practice requires that in order for a cost to be taken to the Council's capital account, the Council requires reasonable certainty that a single option for a capital project will be undertaken, and a decision is taken to proceed. (From the Council's perspective, the "Capitalisation Event"; from FuturePlaces perspective, it is a trigger for an invoicing event).

The capitalisation approach based on invoicing at the point a single option scheme raises particularly acute challenges where the project is complex, has a long-time horizon or has multiple components.

This business plan is based on the need to:

- Provide a mechanism to fund all project works until a Capitalisation Event occurs. It is proposed that this is done by means of a working capital loan
- Pay for all aborted projects which do not reach a Capitalisation Event, either because they are abandoned as unfeasible or because they are not approved by the Council for other reasons.
- Pay for works commissioned by BCP Council and undertaken by FuturePlaces which are not directly attributable to a capitalisable project, such as work on the Big Conversation, the Place Potential exercise (which will contribute to the Regeneration Strategy and rationale for PWLB funding) wider Council financing and planning issues, and the like. Whilst these workstreams are desirable to the Council, a mechanism needs to be found under which they can be paid for.
- Create a mechanism that integrates with the Council budget but gives FuturePlaces the confidence it needs to enter into an agreement to the funding model proposed in this section, given that the Capitalisation Event is a decision made by the Council at its absolute discretion and which is entirely beyond the control of FuturePlaces.
- Explicitly recognises that any new projects commissioned and approved by BCP Council may need to be separately funded by the Council as being outside of the scope of the funding arrangement in this business plan. If the project can be expected to be capitalised, to the extent that loan facility headroom is available, the project costs can be supported until the capitalisation event occurs. If loan facility headroom is not

available, then consideration would need to be given to increasing the level of working capital loan before the project can be progressed. In the case of advisory work, which is not associated with a potentially capitalisable project, the Company would have to consider whether it was prudent to take on the project without other funding arrangements in place. These would be agreed on a case by case basis with the Council.

- Consider what options are available to FuturePlaces if for practical or political reasons the Council either delays the point of capitalisation or abandons schemes and how the Council then pays for works that it has commissioned.
- Explicitly recognises that in the first instance any surpluses made by FuturePlaces retained on balance sheet to form a funding buffer, or to fund other works that cannot be tied explicitly to a capital project. Since FuturePlaces is 100% owned by BCP Council, any cash on FuturePlaces balance sheet remains the property of the Council and there is no risk of leakage.

7.1 Working Capital Loan

The initial challenge that must be addressed is how to fund FuturePlaces workstreams until Capitalisation Events are achieved.

In the case of some projects (for example, Beach Road Car Park, Chapel Lane Car Park, Poole Civic Centre, Christchurch Civic Centre, Constitution Hill), it is expected that Outline Business Cases (OBC) will be presented during Summer 2022. These are relatively simple projects, and it is anticipated that the proposals will not be long or complex. In each case, the options presented are likely to be to either sell the site or develop using own funds, potentially in partnership with a developer subject to market appetite and commercial terms available. The desired output from discussion of the Business Case is approval of single option that FuturePlaces can move forward with, and a Capitalisation Event for the Council.

In the case of the more complex, longer-term projects – such as Boscombe, Holes Bay, Wessex Fields - FuturePlaces are looking at how the projects can be staged to produce a series of capitalisation events for discrete sub-projects each of which can be realised independently to maintain cash flow. For example, a decision to remediate a contaminated piece of land is in itself a project that adds value to the land and should be capitalisable, irrespective of a further workstream that may still be underway to determine what is to be built on that land.

On larger projects such as the re-provisioning of the BIC this incremental approach will probably not be possible. The capitalisation point will be a decision to move ahead, or not – albeit with an acceptance that if prices, markets for product or other factors change, the project may need to respond. It must be recognised that projects of this nature pose a significant amplification of risk to FuturePlaces business model. FuturePlaces will work with BCP Council to determine the desirability of taking such projects forward under the proposed funding arrangement.

All of the above presents the need for a working capital loan that allows FuturePlaces to fund its operation until works can be invoiced. Using the analysis presented at Confidential Appendix 1, it can be seen that a facility of at least £6 million under the base case is required. Allowing for a degree of prudence, the BCP Council proposed size of £8million is felt to be adequate.

It is therefore proposed and requested that BCP Council increase the size of the current £400,000 working capital facility to £8 million, which should be funded by way of a loan.

It should be emphasised that the difference between these two numbers is not due to either cost over runs (in fact, FuturePlaces continues to perform under budget) or mission creep. All of the costs to be incurred would have been necessary to progress the projects and simply reflect the decision points that have been reached by the council (for example, the desire to have FuturePlaces consider the reprovision of the BIC). The increment in funding is presented in Section 4 above.

7.2 Cost – Plus Charging Model

There is a preference by BCP Council to fund all invoices from FuturePlaces using capital funding where possible instead of revenue funding. The Council has a variety of capital budgets available and the ability to prudentially borrow in order to support and invest in its regeneration ambitions. Development advice provided by FuturePlaces that support the delivery of a specific capital asset shall be able to be funded via these resources upon a fully approved business case by Cabinet/Council.

The role of the FuturePlaces is effectively that of a wholly owned bespoke advisory body to BCP Council. FuturePlaces provides analysis, market knowledge, project inception, management, and development expertise together with advice on how to develop real estate and support place-making within the BCP area. Key considerations are not just volume of delivery, but also quality, longevity, environmental footprint quality of life, and overall contribution towards regeneration. The key question is how do entities that provide services of the type offered by FuturePlaces price their work, to provide benchmarking and hence demonstrate value for money?

Many professional services businesses, such as lawyers, accountants, and management consultancies, operate to a “rule of thirds” when calculating their invoicing amounts.

Interestingly, this model is also used by public sector knowledge-based businesses¹⁴. Under this model, of the total invoice amount, one third is approximately staff cost, one third is other costs and overheads (including external expense) and one third is contribution to profit and reserves. As noted in the document referenced in the footnote, this model is also used in publicly funded entities.

If this model were to be adopted by FuturePlaces and accepted by BCP Council, then so long as at least two thirds of the projects by value were approved by BCP Council at the point of

¹⁴ See [Rule of folklore | Opinion | Law Gazette](#), See also Legal Action Group Bulletin by Vicky Ling on Public Funding

their Capitalisation Event, then in theory FuturePlaces would secure enough funding to pay for any remaining projects that were aborted.

It should be noted that projects may be aborted for a range of reasons: for example, better options may present themselves, technologies may change, political priorities may change, relative desirability of different types of property may shift over time. The critical point is that the decision to proceed with a single option for a project is outside of the control of FuturePlaces: it is a decision for the Council. This presents a risk that is hard to mitigate and manage and is reflected in the company's risk register FuturePlaces will therefore need to fund the cost of any work on these projects from the contribution to reserves, or through an alternative back-stop provision.

There is an additional class of expenses besides aborted projects that will also need to be funded from reserves or otherwise. That is any work that cannot directly be attributed to a project, such as work that is not tied to an economic value add at a particular site or other real asset that can ultimately be capitalised. Already, there is work on the Big Conversation, place branding, place potential strategy and Council funding structures that is being undertaken or supported by FuturePlaces. Some of these (the Big Conversation, Place Potential exercise) are part of a strategic approach to create a collective and well-founded regeneration narrative that indirectly supports FuturePlaces delivery and the Council's corporate objectives and to date, have been funded through other funding sources. Other activities, draw upon the expertise BCP has brought together within FuturePlaces. In such cases, FuturePlaces are best placed to provide assistance rather than seeking more expensive external opinion at least in the first instance. It can be seen that this adds a high degree of complication to the sizing of the reserve account that must be built up from margins on invoiced work. If FuturePlaces were to spend one third of its time and expenses on projects of this type, then all site-based projects would have to reach a capitalisation event in order for FuturePlaces to be able to fund the non-site based projects. If a single project were to fail in this scenario, FuturePlaces would not have funds available to finance ongoing operations.

In order to work with a prudent level of headroom, FuturePlaces could be severely limited in the range of ad hoc non-capitalisable projects it could undertake or have to prioritise projects, unless agreement can be reached with the council on separate funding for such projects. The Directors will have to consider very carefully the risks of taking on big ticket single event capitalisation projects that could take multiple years to define a scheme and before there was clarity on whether a capitalisation point would be reached.

Since it is clearly desirable to BCP Council that it has the ability to access the resources within FuturePlaces as it sees fit, it is desirable to put in place some sort of funding provision to support these works.

FuturePlaces has estimated its comparable day rates based on its staffing costs, adjusted for a 50% margin and a 6% contribution to corporate overheads to give a proxy for the rate that might be charged by an external consultancy.

Job Title	FuturePlaces Implied Day Rate
Director/Principal	£1090-£1210
Director/Senior Consultant	£477-1090
Engagement Lead/Project Manager	£477-£803
Project Staff	£233-£477

In addition, it should be noted that the “third to profit and reserves” would be retained by FuturePlaces as a Council owned entity, rather than being available to fund external shareholder returns or other leakage if comparable fees were paid to an external consultancy. This reserve can be used to fund further work for the council, or ultimately if no further work is required distributed as a dividend back to the Council.

7.3 Success Fee Model

Another charging mechanism prevalent in the property sector is for a success fee to be charged either as a pre-agreed percentage whether on disposal, introduction of funding or another event at which value is crystallised. Agents’ industry rates vary dependant on market conditions and size of transactions. These currently range from 0.8%-1.5%, with lower rates generally charge for larger transactions. It is proposed that a fee between 0.8% - 1.25% will be payable to FuturePlaces on completion and will be negotiated dependant on the scale and complexity of the transaction.

In addition, where FuturePlaces have negotiated with a third party to acquire a turnkey solution and will be providing development management services it is proposed that a fee is applied. This fee will be based on the total development costs of the scheme excluding the land value and all finance costs. The fee applied will be between 1.5% - 2.5% and will be negotiated dependant on the level of development management services provided through the negotiation, acquisition, and delivery of the scheme through to completion.

The inherent danger in such arrangements is that they are highly risky for the consultant (reflected in the high percentage charged) and can introduce perverse incentives to best outcomes. That said there is a clarity to such arrangements that could provide the basis of a hybrid charging regime. As a general principle, FuturePlaces remit is to apply property and place-making skills to substantially enhance asset value and overall locational values. A success-based arrangement might be introduced such that on crystallisation of asset value or introduction of finance, FuturePlaces benefits from a modest success fee. This would help to build reserves and hence provide a revolving facility to fund further works.

7.4 Use of Reserves

As noted above, FuturePlaces is wholly owned by BCP Council. Therefore, any reserves built up by FuturePlaces still belong to the Council. These reserves cannot, under the current business plan, be used for any purpose other than paying the agreed costs of the business, funding further works for BCP Council or paying a dividend back to the council. There is no distribution mechanism to any third party therefore no leakage of funds. It is anticipated that during the current business plan period, there would be no dividend distribution back to the Council and any surplus will be used to fund further works or build a prudential reserve on the Company's balance sheet.

In summary, the primary use of any reserves will be to fund:

- i. Aborted or cancelled projects that BCP Council in its discretion decides not to proceed with, or decides to proceed with in another form such that work to date cannot be capitalised,
- ii. Works that are not associated with a capitalizable project, such as the works described above on council financing, marketing or public engagement.
- iii. New projects that might be identified to FuturePlaces by BCP Council intra-year, on a rolling basis, pending capitalisation and invoicing, reducing the need for the working capital facility in the future for any incremental works.

The possibility remains open that after all such works have been fully paid for and provision made for future works that may not be invoiced, the Directors could in consultation with the shareholder BCP Council consider whether any retained reserves should be retained for future investment or returned to the shareholder by way of a dividend.

At this time, the expectation is that any reserves will be used to fund further and ongoing regeneration of the BCP area. As such, dividend distributions are not reasonably foreseeable. However, if the Council decides that it does not wish to continue its program of urban regeneration, or wishes to continue it at a slower pace, then a decision could be made to distribute any excess funds to BCP Council as shareholder by way of a dividend.

7.5 Backstop provisions

There are a number of identifiable risks to FuturePlaces if there were a blanket agreement to only invoice subject to Council consent for works after a Capitalisation Event. As set out above, it is not in FuturePlaces control when or indeed if the Council will determine to proceed with a project. Since this cannot be determined by the Company, nor mitigated against, it would be impossible for the directors to be confident that there was a route to sufficient revenue that would allow the Company to repay the working capital facility.

From BCP Council's perspective, there is a desire to accurately right-size its revenue and capital account budgets for the current and next financial periods. It is inefficient and wasteful to have over-sized budgeted amounts sitting on the Council balance sheet which may never be used, however prudential accounting may require a provision to be made for some degree of invoicing of uncapitalisable amounts. All FuturePlaces works have been commissioned by

the Council and there needs to be a clear route available for the Council to pay for them. The advisability and size of any provision is a matter for BCP Council and is beyond the scope of this document.

An alternative, as noted above, is to agree that ad hoc work on non capitalisable projects that occur intra-year could be funded on a pay-as you-go basis by the Council from its revenue account or other approved funding sources, as most appropriate.

7.6 Size of Working Capital Facility Requested

Given the budget refresh in Section 4, FuturePlaces has given considerable thought to the size of working capital facility needed to support its business activities as currently commissioned. As explained above, this is a process that needs a number of assumptions to be made regarding matters that are outside of the control of FuturePlaces.

The key assumptions that need to be made and the values used in this analysis are as follows:

- (i) Timing of Capitalisation Events – Clearly, the longer each project spends being funded using the working capital facility, the larger the facility will need to be. If a capitalisation event can be achieved faster, then any expenditure after that point can be invoiced and the working capital loan partially repaid (or future drawdowns may be deferred or not required as the cash receipt is used to cashflow the next wave of activity), but the spend from that point on can also be invoiced. The assumed timing for the capitalisation event of each project is detailed above in Section 3 above.

Any delay in the approval of a capitalisation event (either because further work is required, or because the Council wish to cancel a project or change the deliverable) will push this timetable back.

- (ii) Timing of payment following a capitalisation event – Rightly, once a proposal to select a single option is presented to Council, there will be a period of scrutiny and debate leading to a decision. Given the size of the projects under consideration, most if not all of these will require a decision by the full Council. There is a lead-time of approximately 3 months for all consultations, publication periods and gateway stages to be met between submission of the proposal and decision. Assuming a positive decision, an invoice then needs to be raised and processed, which could take up to 30 days. The model is prudent and therefore assumes 4 months from submission of option to payment of invoice.
- (iii) Amount invoiced – As explained above at 6.2, the working assumption is that the pro-rata cost of FuturePlaces overhead and external enabling works would together be assumed to be approximately 2/3rds of total invoiced amount, with a contribution to reserves and ability to cover un-invoiced costs made by the remaining third.
- (iv) Buffer against cancelled projects - If all projects proceeded to capitalisation as planned, and there were no requests for ad hoc project work by BCP Council, then there would be no need for an additional buffer. However, prudence and good management practice require that a downside should be considered. In order to do this, FuturePlaces have assumed that four projects from the current project list fail to reach a capitalisation event and thereafter 15% by value of any new projects taken on by FuturePlaces fail to reach

capitalisation. This is a necessary assumption in order to provide a capacity to absorb a reasonable level of written off business.

As can be seen in the projection below at Figure 7.6, using the above assumptions the working capital facility would have a peak utilisation of just under £5.4 million. It is therefore considered that, allowing for a degree of conservatism, the size of facility proposed by BCP Council of £8 million is appropriate.

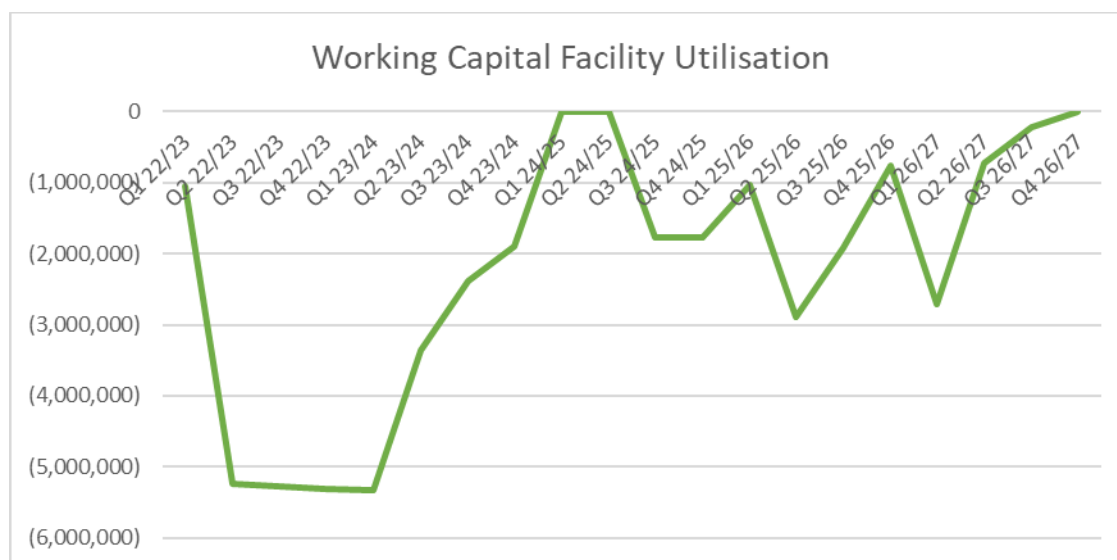


Figure 7.6

It can be seen that the company can, under the above scenario, repay its working capital facility plus accrued interest by Q1 24/25. However, in the modelled scenario the assumption is that BCP Council then commissions work on further projects from FuturePlaces, which necessitate a redrawing of the working capital facility. This further drawing and interest is repaid by Q4 26/27. It is entirely within the gift of BCP Council whether to commission any such further work.

8 Communications Strategy

The communications and marketing strategy will support the FuturePlaces business plan and team, by providing proactive communications, to raise our profile nationally, and help engage communities locally.

The communications and marketing strategy is vital in telling the story, attracting inward investment, and garnering trust from residents and visitors alike.

The pioneering municipal stewardship approach to regeneration which BCP Council coupled with the scale of the regeneration projects across Bournemouth, Christchurch and Poole means that there will be wide scale interest from many quarters including Westminster, Homes England, and other such high-profile stakeholders.

8.1 Aims

- To build trust and support locally across Bournemouth, Christchurch and Poole through targeted audience led communications.
- To attract inward investment through proactive.
- To accelerate FuturePlaces led regeneration projects across Bournemouth, Christchurch and Poole through better informing stakeholder and partners.
- To engage with local industry groups to better understand market dynamics, drivers and barriers to delivery.
-

8.2 Objectives

- To raise awareness of FuturePlaces and inspire confidence to invest in Bournemouth, Christchurch and Poole.
- To position Bournemouth, Christchurch and Poole as UK leaders in the stewardship approach to future regeneration and development.
- To create and deliver targeted content to position FuturePlaces within central government as the UK's leading urban regeneration company.
- To gain recognition of the FuturePlaces approach as a leading example of regenerative development in the UK and a pioneer on place-making, design quality management and stewardship-led development within a local authority context.
- To achieve participation in consultation and engagement from local communities on a site-by-site basis.
- To inform the local market to ensure barriers and opportunities to regeneration are acknowledged and actioned.

8.3 Audiences

Creating awareness of FuturePlaces will be vital to the local, national, and international market for two reasons: promoting the opportunity, and the pioneering approach to unlocking the Bournemouth, Christchurch and Poole region's potential.

To capture the extremely diverse audience-base, our communications and marketing strategy will be as ambitious as BCP Council's Big Plan and be smart to ensure the impact is felt by those we target. Therefore, a multi-channel approach will be directed at varying levels. We have identified three high level audience segments – investment, local market and community.

8.4 Establishing the Brand

Our brand has been designed and positioned to stand out in the marketplace and become synonymous with Bournemouth, Christchurch and Poole. The Company's corporate image will be presented and recognised as a professional, world leading and pioneering brand which attracts interest and funding from central government, national and international investors. This process is well underway with corporate "look and feel" implemented on all Company materials, and the image being presented in all company events and documents.

9 Risk Management

Risk Identification, Mitigation and Management is key to the ethos of Stewardship: Risk management is not risk elimination particularly over longer timeframes where risks can evolve, and new risks present themselves. In any project risks remain, either because they cannot be hedged or because to do so is disproportionately expensive given the consequence. A process by which risks are identified and sorted by consequence and probability is a first necessary step. Once this is in hand, then mitigation strategies for those that can be reduced or eliminated can be implemented, and management strategies can be put in place for those that cannot. All of the risks and mitigants presented in the October 2021 business plan remain, with the management plan remaining unchanged. However, some new risks have been identified. These are discussed below.

9.1 Interpretation of rules for PWLB Funding regarding regeneration activity

Access to PLWB funding is critical to regenerative activity at BCP and has been adopted as the most likely source of capital for development projects. However, we understand that there is a perceived lack of clarity round the interpretation of PWLB rules and guidelines within BCP Council. This potentially presents a barrier to delivery as PWLB is the most attractive, funding source available to BCP Council.

FuturePlaces is in the process of securing a definitive opinion from suitably qualified Counsel.

9.2 Invoice at point of capitalisation model

For reasons described in Section 6 above, BCP Council wishes to move to an “invoice at point of capitalisation” funding model. Whilst there are a number of clear benefits to the Council, such an arrangement does present incremental risks to FuturePlaces. Since FuturePlaces is owned by the Council, ultimately those risks belong to the Council. The issues are well rehearsed at Section 6 above. Ultimately, it is a matter for the Council as shareholder to determine if these risks are acceptable. Given that the power to mitigate them rests entirely with the Council, FuturePlaces will seek early engagement with BCP Council and other key stakeholders through its public engagement process, to determine as early as possible any potential barriers to the progress of projects through the key decision points.

9.3 Adoption of Stewardship Model

Whilst there is growing practice of stewardship-led development in the private sector, there is limited (though growing) interest and adoption in the public sector. In order to support its forward business planning process, and as a potential mitigant to internal issues around PWLB funding, FuturePlaces has commissioned Knight Frank and Castletown Law to inform the evolution of the business model and investigate alternative funding methods. Rettie and Co have developed a model designed to increase affordability of housing, whilst at the same time giving homebuyers confidence that other stakeholders are bought into the stewardship concept. This is important following the widely reported bad press around ground rents and management companies that have very limited mandates. FuturePlaces is in early stage

discussions with Rettie and Co to determine the suitability of their model as a mechanism to improve affordability within the BCP area.

Separately, Space Syntax have supported the development of a prudent, stewardship model with consideration of how their Integrated Urban Model might be deployed to create a dynamic master-planning tool for option and impact testing, and to support demonstration of the inter-dependencies of an overall Strategic Outline Programme.

Knight Frank have reported, and their report has been presented to BCP Council, validating the adoption of a Stewardship model. In addition, Homes England have recognised FuturePlaces as a thought leader in the development of quality urban regeneration.

9.4 Changing Economic Circumstances

Latest Bank of England forecasts suggest that what was initially reported to be a “transitory” spike in inflation is becoming more systemic. In particular, many commentators are suggesting that it is no longer to treat the current inflation as transitory. The effects of COVID, the current geopolitical situation and a step change in the nature of demand for energy combined with the ongoing tight labour market all mean that expected reduction in material and labour costs are not flowing through to sites. Accurately costing development and hence assessing viability is going to become increasingly challenging, to an extent not seen in a generation. However, the need for housing and other regeneration remains.

FuturePlaces will continue to use the best available data to assess costings as it works up proposals for sites, whilst recognising the potential for cost inflation. FuturePlaces has sufficient headroom to finance its operations given any reasonably foreseeable inflationary scenario (up to 10%). Any Business Case put to BCP Council will contain the most up to date forecast of costs available, together with a scenario analysis of what impact increased costs might have on total project costs and economic returns. Since FuturePlaces does not presently have return models for its projects, it is not yet possible to present a full scenario analysis. This will be presented as part of the business case for any projects brought forward to Council for approval.

9.5 Capacity of BCP Council departments to take on FuturePlaces related work

BCP Council, like most public authorities, works in a cash constrained environment. Sizing of Council departments is designed to allow delivery of necessary or forecast services. As such, there is limited excess capacity to take on additional projects. In the case of FuturePlaces, the workload is both “lumpy” and aperiodic. This is in part why the Company has elected to adopt the ultimately lower cost model of outsourcing specialist functions that cannot be deployed continuously – it is cheaper that way than having specialist full time staff who cannot be fully deployed in their specialist field. Where FuturePlaces requires additional specialist resource which cannot immediately be found within the Council (or, where a specialism is required that cannot be found within the Council), a decision needs to be made whether it is reasonable to buy in resource from outside. In the case of large capital projects, the costs of

delay can be considerable¹⁵. For this reason, FuturePlaces will work to ensure that all service level agreements with BCP Council contain provision for outsourcing where necessary.

9.6 Timing of Council Approvals under new business model

As noted above in Section 6.6, there is risk to the business and hence to its owner BCP Council if it is not possible to reach agreement on projects to the anticipated timetable. Although assumptions that are believed to be conservative are made, it is not in the Company's gift to make the decision to proceed: That is a decision for the Council. Should more than 50% of projects fail to reach approval within 2 years, there is a risk that the Company will run out of funding. At this stage, discussions would have to be held with the shareholder whether it still had appetite to proceed with regeneration.

9.7 Public Scrutiny of FuturePlaces staff

As a public sector owned company, a degree of public scrutiny is reasonable, desirable and expected by FuturePlaces management. Indeed, the FuturePlaces management team welcome the regular and detailed scrutiny of project proposals and business processes by Council officers and other stakeholders.

However, there has been a level of repetitive scrutiny of FuturePlaces staff, often predicated on incorrect information presented as "fact". There is a risk that should this continue, key staff will be lost with attendant costs and loss of skill of the Company.

9.8 Increasing Environmental Regulation

FuturePlaces has identified compliance with national guidance/regulation on SANGS, nitrates and biodiversity net gain as a key challenge to its own and the broad delivery programme. It is important to meet these challenging and important regulations positively and FuturePlaces has provided for supporting BCP initiatives in this area to ensure that these are delivered at the pace needed to support internal and external regeneration objectives and development targets. Compliance with fabric first and other on-site requirements will produce further cost and process hurdles.

9.9 Commercially Sensitive Information Management

FuturePlaces has access to commercially sensitive information, which is of significant value to other market participants. Much of it is protected by contractual obligations. As such, the control of such information must be carefully managed.

¹⁵ To put this in context, before the formation of FuturePlaces, the pipeline of projects was conservatively valued at £2.8 billion. Conservatively assuming an average property yield of 4% across this portfolio, a single day's delay is worth approximately £300,000 in gross income. Even assuming a gross to net ratio of 10%, it can be seen that it is not value for money to delay access to appropriate, timely services.

With regard, to information management, BCP Council's IT will be responsible for ensuring that the Company's systems are secure, and that access can be controlled to strictly authorised staff. All staff have signed an appropriate NDA, reminding them of their responsibilities and obligations on a periodic basis and requiring the team to declare conflicts of interest which may impact upon the decision to grant access to particular data. Although such an agreement could be embedded in an employment contract, the real value is in the "nudge" and "reminder" of resigning periodically.

All engagement with the press and digital channels will be managed by the communications and engagement team, in coordination with the BCP Council Communications Department to minimise risk of inadvertent data loss and reputational issues.

9.10 Conflicts of Interests

All employees are required to declare any conflicts of interest and adhere to the Company's conflict of interest policy. Where necessary, staff with the potential for conflicts will be placed behind suitable information management protocols isolating them from information and decision-making processes where an allegation of conflict could be made.

All other risks and mitigants remain as previously described in the October 2021 Business Plan. The Risk Register is reviewed regularly by the FuturePlaces Board and mitigation strategies put in place where necessary or prudently possible.

As projects are brought forward, risks and mitigants will be clearly articulated in the business cases

Appendix 2: Draft Stewardship Kitemark; Draft Towards Zero Standard; Draft Equalities/Perspectives User Experience Checklist.

The Stewardship Initiative – The Stewardship Kitemark

The Stewardship Initiative (TSI) offers the potential to channel public and private resources towards a more sustainable, resilient, economically productive and beautiful built product. Beyond the present crisis there will be an acute need to restart the economy and the construction of homes within greener, more liveable neighbourhoods will be at the heart of this. We propose a pioneering programme of Stewardship-led development that will make an immediate and significant impact on the delivery of place making, affordable housing and a sustained economic recovery.

In line with the BBBBC's recommendations, supporting measures will be provided in return for attaining the 'Stewardship Kitemark'. In 'Living with Beauty' the BBBBC identify the four key ingredients of successful stewardship as:

1. **The right culture and people:** appointing senior leadership who care about delivering the quality agenda.
2. **Good governance:** setting the right budget and appraisal processes to allow quality;
3. **High standards:** through briefing, masterplanning, design codes, landscape and sustainability and space standards; and
4. **A quality- focused supply chain:** procuring professional and delivery teams focused on quality.

To translate this into a measurable standard - the Stewardship Kitemark - landowners will be required to demonstrate commitment to the following:

Stewardship Kitemark	Description	Reference/ Benefit:
A. Corporate commitments:		
1. Ownership	Landowner to maintain an interest in land during the project. Ownership, participation and partnership lie at the heart of the Stewardship Model. Landowners will need to demonstrate they have a vested interest in the long-term success of the project and will put in place the resource to enforce a design compliance regime over time.	BBBC Research Report Cost & Value key finding 7: Long-term investment engenders a better outcome. Stewardship delivery models (eg. Homes England's Building Lease) maintain a landowner's commitment to the community formed through development.
2. Community management and design enforcement	Long-term estate management through Community Management Trust (CMT or equivalent) provided for from the outset with provision for funding to maintain quality through an appropriate community charge regime, and to embed stewardship through the establishment of a Neighbourhood Forum (Parish or	Long-term management structures such as estate stipulations maintain the 'place' on behalf of the wider community engendering community support for 'good growth'. BBBC 10 Ensure enforcement. Design quality enforced from the 'bottom up' as well through top down mechanisms.

	Town Council) and through a Neighbourhood Plan and Neighbourhood Development Order.	
Stewardship Kitemark	Description	Reference/ Benefit:
B. Design process commitments:		
1. Landscape & townscape character assessment	A landscape and townscape character assessment that encourages communities to record and assess what they have, ahead of identifying what they want to inform the design development and maximise place-potential	BBBC Policy Proposal 4 . Discovering local beauty will ensure that development is contextually appropriate
2. Tripartite Briefing	An iterative three-way briefing process involving the community, stakeholders (including key council departments) and the development team to establish a 'Place Making Brief' to establish key objectives.	BBBC Policy Proposal 11 : Ensure public engagement is wide, deep and early
2. Co-creative design process	The site masterplan has been designed through a co-creative process such as enquiry by design or charrettes.	BBBC 11 ensure public [and stakeholder] engagement using tried and tested tools such as EbD
3. Localised model design code	Create a locally distinctive design code based on the National Model Design Code.	BBBC Policy Proposal 7 / 'Planning for the Future para 15 . Enhances local distinctiveness, style and character creating a sense of belonging.
4. Design enforcement	Design quality criteria built into partner agreements, sign off at practical completion and the release of land	Imposition of design quality control through contract as well as through planning.
C. Design quality commitments:		
1. Street hierarchy	Streets to be compliant with the Government's Manual for Streets (or Designing Streets in Scotland) and respond to popular precedents from the local area captured in the design code.	BBBC 28 Create healthy streets for people Produce a legible hierarchy of routes that puts pedestrians, cyclists and public transport first.
2. Walkable neighbourhoods	Mixed uses distributed such that homes are able to access local servicing within a 10 minute walking isochrone.	Walkability criteria is NPPF requirement for sustainable development / Healthy Cities objectives.
Stewardship Kitemark	Description	Reference/ Benefit:
3. Mixed uses	A minimum of [0.75, or matrix to relate target to context] full-time equivalent jobs for every house built through the provision of a diverse mix of small, medium and large employment spaces. Community Management Trust to have a Grants Pool to support community development and to encourage jobs for local communities.	Diverse employment spaces, local retail and leisure facilities build sustainable, walkable, mixed-use communities supporting trip containment, resilience, and social interaction.

C. Design quality commitments (contd):		
4. Landscape and Natural environment	<p>Achieve a Green Space Factor of [insert matrix to relate GSF to context]</p> <p>Secure proportionate and appropriate biodiversity net gain in line with the Environment Bill. BNG to be delivered either on or offsite eg. Through adjacent regenerative land management, strategic green infrastructure or via Habitat Banks.</p> <p>Where possible, one tree planted within the development for every house ideally at forest scale, adhering with the design code's selection of appropriate species and covering maintenance cost via community management regime.</p> <p>Integrate the masterplan to connect with surrounding communities (in an urban context) or farmland, footpaths and woodland. Where possible incorporate areas of allotments and productive land within or adjacent to the development.</p>	<p>BBBC Policy Proposal 2: Expect net gain, not just 'no net harm'.</p> <p>See BBBC Policy Proposals 30 and 31. Ecology and the natural environment to be enhanced providing public amenity space and enhanced biodiversity to improve social connectivity and well-being.</p> <p>NPPF requirement for sustainable development and UK Government Carbon Net Zero by 2050.</p> <p>Delivering the Government's 25 year Environment Plan through environmental net gain.</p>
5. Energy and resource	Water, waste, and energy infrastructure designed to minimise	NPPF requirement for sustainable development and UK Government
Stewardship Kitemark	Description	Reference/ Benefit:
	impacts on the environment. For example, minimise water consumption in the home to [110] litres per person per day, all street lighting meets the dark skies initiative. Where possible absorb storm and surface water on-site.	Carbon Net Zero by 2050.
6. Community infrastructure	Community infrastructure planned in from the outset relative to local need identified through the briefing process.	Creation of balanced, sustainable neighbourhoods. To conform with the NPPF requirement for sustainable development and the National Design Guide
D. Funding Stewardship		
One per cent for Stewardship	One percent of house sold values to fund stewardship support and compliance via The Stewardship Institute, Neighbourhood Planning (A.2 & 3. above)	To support a financially sustainable stewardship model.

(Source: 1 The Stewardship Initiative)

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

CABINET



Report subject	Home to School Transport
Meeting date	7 June 2022
Status	Public Report
Executive summary	<p>BCP Council is legally required to have a single home to school transport policy. A BCP Council Policy has been drafted to replace the three existing policies. The draft policy has been developed to ensure consistency across the conurbation. It will provide a single point of reference for families and officers regarding eligibility and how it is assessed.</p> <p>Permission to determine the policy is being sought from cabinet following a public consultation held January-February 2022. The consultation was held in accordance with the requirements of the Department for Education's statutory guidance. Key stakeholders were targeted during the consultation period.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Cabinet agrees to determine the Home to School Transport policy.</p> <p>(b) Delegates authority to the Director of Education, Children's Services to implement the policy for eligibility requests from 2022/23 academic year.</p>
Reason for recommendations	The Council is legally required to have a home to school transport policy. A single policy will provide one point of reference for families and officers when requesting and agreeing transport assistance.

Portfolio Holder(s):	Cllr Nicola Greene, Portfolio Holder for Council Priorities and Delivery
Corporate Director	Cathi Hadley, Corporate Director, Children's Services
Report Authors	Sarah Rempel, Director of Education, Children's Services
Wards	Council-wide
Classification	For Decision

Background

1. BCP Council has a statutory duty to make home to school transport arrangements for all eligible children.
2. Currently there are three policies that are referred to when making decisions regarding eligibility – one for each of the three predecessor local authorities. Approximately 1800 children and young people are in receipt of home to school transport assistance.
3. To simplify the process for BCP Council residents and ensure that all decisions are made with consistency across the conurbation, a single home to school transport policy has been drafted and publicly consulted upon. The draft policy is attached at appendix one.
4. Home to school transport assistance is normally made available for eligible children and young people who attend a qualifying school in the following circumstances:
 - a. they live beyond the statutory walking distance,
 - b. or cannot walk to school because of their special educational needs, disability or mobility difficulties;
 - c. or are on a route that is within the statutory walking distance (where a child/young person is accompanied by an adult as necessary) that is considered to be unsafe;
 - d. or receive free school meals, or whose parents/carers receive the maximum working tax credit. Normally assistance will only be provided if the family live beyond the statutory walking distance.
5. The nearest qualifying publicly funded school is the nearest or catchment school with places available that provides education suitable for the age, ability and aptitude of the child/young person, and any special educational needs or disability the child/young person may have. This means that when seeking transport assistance, a qualifying school is typically the nearest or the catchment school with vacancies unless a low income family is seeking transport assistance for attendance at their nearest secondary faith school for evidenced religious reasons.
6. A reasonable distance is legally defined as:
 - a. Up to two miles walking distance from home to school for statutory school age children under eight years old

- b. Up to two miles walking distance from home to school for statutory school age children and young people aged eight-16 years old and receiving the maximum working tax credit or the child/young person is eligible for free school meals
 - c. Up to three miles walking distance from home to school for all other statutory school age children and young people aged eight-16 years old
- 7. There are some exceptions where home to school transport assistance may be provided and details are included in the policy.
- 8. BCP Council decides the most appropriate means of supporting children and young people to travel to and from school linked to the aims of promoting independence and sustainability, while ensuring cost efficiency. The following types of travel assistance are provided:
 - a. Issue of a travel pass for use on bus and/or train networks, supported by independent travel training, if needed.
 - b. Personal travel budgets for children and young people with an education, health and care plan (EHCP).
 - c. Minibus
 - d. Taxi
 - e. Fuel, wear and tear contribution if it is shown to be a cost-effective solution and/or there are no suitable or appropriate alternative arrangements available.
- 9. The opportunity to appeal the decision of the eligibility assessment and the form of travel assistance offered is available to families.
- 10. On 15 December 2022, Cabinet delegated authority to the Director of Education, Children's Services, to commission a public consultation of the draft policy.
- 11. A public consultation ran from Tuesday 4 January to Friday 18 February 2022. A copy of the findings from the consultation is attached at appendix three.

Consolidation of existing policies

- 12. Eligibility for home to school transport assistance in all three existing policies is assessed using the statutory minimum requirements for most applications. The statutory minimum requirements are prescribed in the Department for Education's [Home to School Travel and Transport Guidance: Statutory Guidance for Local Authorities \(July 2014\)](#).
- 13. A single policy for BCP Council has been developed to ensure statutory minimum requirements are met whilst providing a single document that all families and officers can reference. It is anticipated that the determined policy will be implemented for all applications for the 2022/23 academic year onwards.
- 14. Differences in the existing policies have been reviewed during development of the draft policy. Changes and additions to the policy are highlighted in the draft. In summary, the changes are:
 - a. Transport assistance for year 10 and year 11: removal of discretionary eligibility
 - b. Transport assistance for 16–19-year-olds: updated eligibility criteria including provision to charge for travel assistance and removal of reference to distance considerations in line with legal advice

- c. Transport assistance for 19–25-year-olds: updated eligibility criteria including removal of the proposal to charge for travel assistance and removal of reference to distance considerations in line with legal advice.
- d. Stage one appeals: Comprising arrangements for School Transport Appeal Review (STAR) panel of officers to review decisions
- e. Temporary housing: Some limited assistance as an interim measure for children in temporary housing
- f. Children in Care (CiC): a principle of eligibility where the Council admits a Child in Care to BCP Council to a local school on the recommendation of the BCP Council CiC Virtual School (subject to the age/distance criteria) irrespective of the location of and space availability at other schools in the area.
- g. Fuel, wear and tear rate: introduce HMRC expected rates.

Transport assistance for year 11

- 15. The Bournemouth Borough Council policy provided transport assistance for families with children and young people in year 10 and year 11 if families moved home and their new address was over three miles away from the school. The Dorset County Council policy provided transport assistance for families in exceptional circumstances (an unavoidable move or where a new school would not be appropriate). The Borough of Poole policy did not provide transport assistance due to moves in year 11 and parents/carers were expected to request an appeal to consider exceptional support.
- 16. The draft policy expects parents/carers to consider the location and distance of their child or young person's school from their new home when deciding to move. Parents/carers can submit an appeal detailing the circumstances of their move and reasons for requesting transport assistance. Stage one and stage two appeals will have authority to agree transport assistance if appropriate.
- 17. During the consultation, twenty-one respondents answered questions regarding assistance for year 10 and year 11. Of those that expressed an opinion, nine agreed with the proposal, seven disagreed and three gave a neutral response.
- 18. Some respondents were concerned that removing entitlement to transport assistance would impact on families who have no choice but to move home. All families who apply for transport assistance have the right to request a review of their application and a further right to request an appeal. Specific circumstances surrounding moving home during year 10 and 11 can be considered at review and appeal and therefore may result in transport assistance being granted if appropriate.

Transport assistance for 16–18 year-olds

- 19. All three existing policies provide information on transport assistance for 16–18-year-olds. The draft policy adopts the eligibility criteria defined in the Poole policy.
- 20. In line with the law on home to school transport, young people with an EHCP are entitled to assistance with travel based on an assessment of need and this is not limited by qualifying distance considerations which are removed.
- 21. Importantly, the draft policy has adopted the existing charge for transport that was in place for Poole residents. The charge will only apply to families who do not qualify for maximum working tax credit or free school meals. Families will have the option of paying in full or in three instalments.

22. Respondents to the consultation were concerned with the introduction of a charge and the affordability of the charge for families not in receipt of the maximum working tax credit or free school meals.
23. Given the home to school transport budget deficit, BCP Council is not in a position to withdraw the proposed charge. The charge of £525 for the 2022/23 academic year will provide income that will continue to support the provision of transport for 16-18-year-olds as we are not statutorily required to provide assistance.

Transport assistance for 19–25 year-olds

24. All three existing policies provide information on transport assistance for 19–25 year-olds. The draft policy adopts the eligibility criteria defined in the Poole policy.
25. In line with the law on home to school transport, young people with an EHCP are entitled to receive free assistance with travel based on an assessment of need and this is not limited by qualifying distance considerations which are removed. Nonetheless, the Council encourages attendance to local college provisions and has a duty to promote sustainable travel options.
26. The draft policy proposed an annual charge for transport. Clarification of legislation has resulted in the charge being removed for 19-25 year-olds.

Stage one appeals

27. The Department for Education's (DfE) [Home to School Travel and Transport Guidance: Statutory Guidance for Local Authorities \(July 2014\)](#) requires local authorities to provide a two stage appeal process for families to access if they are dissatisfied with the outcome of their transport application.
28. The DfE recommends a senior officer undertake the review, the draft policy proposes that a senior officer undertakes the review in the following circumstances:
 - a. Appeals for children and young people with EHCPs; and
 - b. Appeals regarding the distance measurement or safety of the route.
29. It has been identified that senior officer(s) involved in the development of an EHCP will have the knowledge and expertise regarding the needs of the child or young person in relation to their special educational needs or disability (SEND) to appropriately assess the stage one appeal submitted.
30. For appeals regarding distance measurement or safety of the route, a senior Children's Services officer who has knowledge and understanding of the home to school transport policy and supported by relevant transport officer(s) when required, will be able to appropriately assess the stage one appeal submitted.
31. When families submit stage one appeals requesting review due to their circumstances or other needs, the draft policy proposes referral of the appeal to the school transport appeal review (STAR) panel.
32. The STAR panel will comprise of three senior officers from Children's Services. The STAR panel will have discretion to make a range of decisions including upholding the family's appeal, providing temporary transport assistance and signposting/referral to appropriate support.

33. Following both senior officer or STAR panel review, the family will receive a detailed decision letter and the opportunity to request a stage two appeal. The stage two appeal will be heard by a panel of council members.

Temporary Housing

34. Occasionally, families need to move from their established home address against their will to alternative accommodation on a temporary basis. The proposed policy sets out the we may consider transport support to a child/young person's existing school when a family has had to be temporarily re housed by BCP and subject to distance and circumstances. These applications will be considered on a case by case basis.
35. Participants who answered questions regarding provision of transport assistance for families in temporary housing gave mixed responses. There were eleven responses to this question including one 'don't know' and one 'not applicable'. Of the nine that responded, four were in favour of the proposal and four were against, with one neutral response.
36. All families who apply for transport assistance have the right to request a review of their application and a further right to request an appeal. Specific circumstances surrounding temporary housing can be considered at review and appeal and therefore may result in transport assistance or extended transport assistance being granted if appropriate.
37. Providing transport assistance for families in temporary housing where appropriate will support education continuity for vulnerable children and young people.

Children in Care (CiC)

38. In respect of in year admissions, the proposed policy sets out a principle of eligibility where the Council admits a child in care to BCP Council on the recommendation of the BCP Council CiC Virtual School (subject to the age/distance criteria) irrespective of the location of and space availability at other schools.
39. Respondents to questions in the consultation regarding Children in Care were positive regarding the proposed addition to the policy.
40. Providing transport assistance for Children in Care to BCP Council where appropriate will support education continuity for vulnerable children and young people.

Fuel, wear and tear

41. The fuel, wear and tear rate has been recommended at 45 pence per mile in line with the HMRC expected rate for employee travel claims. It will only be agreed where other assistance options are unable to be commissioned and it is best value to the Council. Cost effective and sustainable options including bus/train passes, minibuses and shared taxis will be explored in the first instance.
42. Most of the consultation responses were positive regarding the recommended rate. Sixteen respondents answered the questions in this section. Thirteen respondents agreed with the proposal, two disagreed and one replied 'don't know'. Upon reviewing the comments made, those who disagreed are currently receiving a higher rate as provided by the former Borough of Poole policy (54 pence per mile).

43. Given the home to school transport budget deficit, BCP Council is not in a position to increase the proposed pence per mile.

Options Appraisal

44. The existing legacy policies cannot continue as the council has a statutory requirement to ensure policies and processes are in place for BCP Council. Taking no action is therefore not an option.
45. Adoption of one of the three existing policies would require public consultation because there are differences in each of the policies that would affect residents assessed using either of the discarded policies.
46. The draft policy has been co-produced with colleagues from the SEND team and the passenger transport team. It has been developed with advice and support from the communications and legal teams. The advice from the Council's legal team emphasises the importance of exercising Council discretion on a case by case basis as circumstances allow.
47. It is recommended that the council determine the draft policy.

Summary of financial implications

48. The SEND home to school transport budget for 2021/22 is £6,485,200 with a projected overspend of £845,500. This reflects the home to school transport needs resulting from the placement of increased numbers of children and young people with EHCPs in specialist provision. Work is underway to identify opportunities for savings by reviewing and improving systems and processes and ensuring effective demand management is established.
49. The mainstream school home to school transport budget for 2021/22 is £853,800 with a projected overspend of £19,163.
50. Transport assistance is demand-led by its statutory obligations and forecasting of expenditure is impacted by factors that are difficult to control or predict including location of appropriate school setting, location of home, behavioural needs, medical needs requirement for a passenger assistant and more recently pressure on the supply market leading to price inflation. Nationally there is a trend of home to school transport costs increasing in large part due to the rise in identification of children requiring EHCPs.
51. There remains continued financial risk to the budget due to the unpredictability of the transport needs. The draft policy is not anticipated to impact on the council's home to school transport expenditure because overall it provides for the minimum statutory requirements.

Summary of legal implications

52. If a policy were not in place, the council would not meet its legal duty and would be at risk of legal challenge from families regarding how eligibility and transport mode decisions are made.
53. A single home to school transport policy will resolve existing differences in the three current policies. This will prevent legal challenge from families citing differences in decision-making, policy and outcomes.
54. The Council has a legal duty to consider all requests for transport and must exercise discretion based on the individual circumstances of applications. The policy provides

examples of how this discretion is exercised though it is important to emphasise that this in no way represents a list of conditions or parameters that must be satisfied in making decisions on eligibility or entitlement.

Summary of human resources implications

55. There are no anticipated changes to human resources from introducing the policy.

Summary of sustainability impact

56. BCP Council is committed to encouraging children and young people to walk, cycle or scoot to school. The conurbation has an extensive network of safe walking routes (where accompanied by an adult if necessary) using footpaths and shared use paths that are included when assessing eligibility based on home to school distance.
57. The draft policy supports the council's climate change emergency and officers will continue to promote and support sustainable travel to school including on foot, cycling, scooting and public transport in line with the [Transforming Travel](#) agenda.

Summary of public health implications

58. Providing home to school transport assistance for eligible children and young people supports their health and wellbeing by enabling them to regularly attend school.
59. Transport assistance in itself can improve the health and wellbeing of eligible children and young people by removing obstacles to attending school and, where appropriate, developing independent travel skills.

Summary of equality implications

60. An equality impact assessment screening tool was completed and considered at the equality impact assessment panel on 3 March 2022. It is attached at appendix two.
61. A single policy will be accessible online for all BCP Council residents and paper copies will be provided on request.
62. Transport requests will be assessed using the policy criteria. Where the child/young person and/or their family have additional needs or requirements these will be considered during the assessment.
63. Transport for eligible children and young people will be provided based on the individual needs of the child/young person and/or their family using the criteria in the policy.
64. Families will have the opportunity to access a two stage appeal process if they are unhappy with either the decision or the transport offer.
65. For eligible young people who are 16-18-years-old, the charge for transport can be waived if the young person and/or their family are in receipt of maximum working tax credit or eligible for free school meals.

Summary of risk assessment

66. The council cannot continue to operate using the existing policies and could be subject to challenge by discrepancies between the three policies. A single policy will help prevent legal challenge from families and meet the council's legal obligations.

Background papers

[Bournemouth Residents Home to School Transport Policy and associated advice and guidance](#) (published works)

[Christchurch Residents Home to School Transport Policy and associated advice and guidance](#) (published works)

[Poole Residents Home to School Transport Policy and associated advice and guidance](#) (published works)

The Department for Education's [Home to School Travel and Transport Guidance: Statutory Guidance for Local Authorities \(July 2014\)](#) (published works)

The Department for Education's [Post-16 Transport and Travel To Education and Training Guidance \(January 2019\)](#) (published works)

[The Education Act 1996 sections 508A, 508B, 508C, 508D, 509AD](#) (published works)

[The Education Act 1996 Schedule 35B](#) (published works)

Appendices

Appendix one – Draft home to school transport policy

Appendix two – Equality impact assessment conversation screening tool

Appendix three – Home to school transport consultation report

This page is intentionally left blank



Home to School Transport

For academic year 2022/23 onwards

Draft for Public Consultation

Forward

To be composed in liaison with Cllr Nicola Greene and BCP Communications Team.

Content

Is my child eligible for home to school transport assistance?	5
There are schools near our home, but we want our child to go to a school that is further away. Will we get home to school transport assistance?	5
Who is eligible for home to school transport assistance?	6
Secondary aged children and young people receiving free school meals or whose parents/carers receive the maximum working tax credit.....	6
What is a qualifying school?	6
Qualifying schools for children and young people with an Education, Health and Care Plan.....	6
How do I apply for transport assistance?	7
What will happen to my application?	7
Can I appeal a decision to refuse transport assistance?	7
Late application for a school place	7
Moving to a new home and transport assistance	8
Temporary housing	8
Transport support when changing school for other reasons	9
Transport support for year 10 and year 11	9
Transport support for children and young people with special educational needs, disability (SEND) and medical needs.....	9
Siblings of children who have transport because of SEND or a medical need	10
Transport support and exceptional circumstances	10
Transport support provided on religion or belief grounds: secondary year 7 to year 11 (aged 11 to 16)	11
Children in care	11

In Year Fair Access.....	12
Transport support for out of school activities and work experience	12
Childcare arrangements	12
Examples of when we will not provide transport assistance	13
Modes of transport	13
Cost	14
Transport support clarification points	15
Measurement of routes	15
Transport assistance for 16-to-18-year-olds	15
16-19 Bursary Fund	16
Transport assistance for 19-to-25-year-olds	17
Transport appeals	17
Stage one of the appeal process	17
How your stage one appeal will be considered	18
Appeals for children and young people with education, health and care plans	18
Appeals regarding the distance measurement or safety of the route	18
All other appeals	18
School transport appeal review (STAR) panel	18
Outcome of your stage one appeal	19
Stage two of the appeal process	19
Safety of the route between home and school	19
Journey times.....	19
Pick-up and drop-off points	20
Accompanied children and young people	20

Passenger assistants	20
Medication	21
Personal luggage	21
Seatbelts	21
Behaviour.....	21
Advice for children and young people	22
Reapplying for transport	22
Keeping in touch	22
Transport support decisions made in error	22
Fraudulent or intentionally misleading applications	23
Complaints	23
How we deal with complaints	23
If things are still not right	24
Contact us	24

Is my child eligible for home to school transport assistance?

Most children and young people living in the BCP Council area are not eligible for home to school transport assistance because they have access to a suitable school within a reasonable distance from their home.

A reasonable distance is legally defined as:

- Up to two miles walking distance from home to school for statutory school age children under eight years old (Years R-3).
- Up to two miles walking distance from home to school for statutory school age children and young people aged eight-16 years old (Years 4-11) and receiving the maximum working tax credit or the child/young person is eligible for free school meals.
- Up to three miles walking distance from home to school for all other statutory school age children and young people aged eight-16 years old (Years 4-11).

There are some exceptions who may be provided home to school transport assistance which are further detailed in this policy.

There are schools near our home, but we want our child to go to a school that is further away. Will we get home to school transport assistance?

No, a family would not normally receive home to school transport assistance.

All children and young people have a right to a place at a publicly funded school but will not normally have a right to a specific publicly funded school. The nearest qualifying publicly funded school is the nearest or catchment school with places available that provides education suitable for the age, ability and aptitude of the child/young person, and any special educational needs or disability the child/young person may have.

This means that when seeking transport assistance, a qualifying school is typically the nearest school or the catchment school with vacancies.

For families seeking transport assistance to attend their nearest faith secondary school, they will need to qualify under low income criteria in addition to providing evidence of their religious reasons. Further information can be found later in this policy.

Who is eligible for home to school transport assistance?

Eligible children and young people who are of statutory school age, who attend a qualifying school, and:

- live beyond the statutory walking distance
- cannot walk to school because of their special educational needs, disability or mobility difficulties
- are on a route that is within the statutory walking distance (where a child/young person is accompanied by an adult as necessary) that is considered to be unsafe
- receive free school meals, or whose parents/carers receive the maximum working tax credit. Normally assistance will only be provided if the family live beyond the statutory walking distance.

Secondary aged children and young people receiving free school meals or whose parents/carers receive the maximum working tax credit

Where families are entitled to free school meals or receive the maximum working tax credit, transport assistance will be provided to a school between two and six miles from home if the child/young person is aged between 11-16 years old and there are not three or more suitable nearer schools.

What is a qualifying school?

Qualifying mainstream schools are publicly funded maintained, community, voluntary community, voluntary aided, foundation, trust, academy, studio, university technical colleges and free schools, regardless of whether they are within the BCP Council conurbation.

Qualifying schools for children and young people with an Education, Health and Care Plan

The SEN and Disability Code of Practice sets out the considerations for a child with an EHCP.

- If the parents' preferred school is further away from the child's home than another school that can meet the child's special educational needs then BCP Council can name the nearer school if that would be compatible with the efficient use of resources. Alternatively, BCP Council can name the parents'

preferred school with the condition that the parents agree to pay all or part of the transport costs.

- Where BCP Council names a residential placement at some distance from the parents' home, transport or travel assistance (such as reimbursement of public transport costs, petrol costs or provision of a travel pass) will be provided.
- In exceptional cases where a child or young person has particular transport needs, this will be set out in their EHCP.

How do I apply for transport assistance?

You can apply online or request a paper application form. To ensure your application is considered fully, make sure you include relevant additional information to support it.

What will happen to my application?

Your application will be carefully considered, including making checks on distances, school vacancies and, where appropriate, speaking to other professionals (for example, council tax, social care, SEND team and the NHS).

You will normally receive an outcome within three weeks of receipt of your application. Certain times of the year (the start and end of the academic year in particular) are very busy which may cause delays.

Can I appeal a decision to refuse transport assistance?

Yes. Further information can be found later in this policy.

Late application for a school place

If you apply after the national closing date for a reception, junior or secondary school place, there may not be enough time for us to process your transport application ready for the new academic year.

If parents/carers do not apply for a place at their nearest suitable school or choose a place at a school which is not the nearest suitable school, the child may not be eligible for free travel assistance. Transport assistance applications will be considered taking into account the circumstances of the individual case.

We have a duty to offer an alternative school place if we cannot offer a preferred, catchment or nearest school. We will not provide transport to the alternative school if there is a closer school in a neighbouring local authority which is under the qualifying distance. In this case we will inform parents/carers of the space/s available in closer neighbouring school(s).

Moving to a new home and transport assistance

It is important to check the availability of school places before moving to a new home because there are no guarantees places will be available at the new catchment or nearest school. If you move to new accommodation and want your child/young person to remain at their current school, we normally will expect you to be responsible for making your own transport arrangements.

Transport support provided on exceptional grounds will normally stop if a family move to an area served by a school with places available in the relevant year group. We will not normally provide transport support for children and young people who have been displaced from their home because of family related issues (for example, family disagreements).

If a family moves and does not inform us, they may be liable to pay back transport assistance costs.

Temporary housing

Occasionally, families need to move from their established home address against their will to alternative accommodation on a temporary basis. We may consider transport support to a child/young person's existing school for a maximum period of two school terms when a family has had to be temporarily re-housed by BCP Council. If there are delays in securing permanent accommodation that are not the fault of the family, transport support may be extended. This will be considered on a case-by-case basis.

Our agreement to transport support will depend on:

- the location of the temporary housing
- the age/distance criteria
- the basis of the original application (i.e. was the place secured using in area or parental preference grounds?)
- satisfactory reasons for the loss of the registered accommodation.

We will not provide transport support to those families whose main residence is in another local authority's area but who need to move to a BCP Council location on a temporary basis.

We are not able to provide transport support to families who are moved to temporary accommodation in another local authority area. If BCP Council social care team move a family to temporary accommodation outside the area, parents/carers should approach social care to discuss support for transport assistance in the interim.

Transport support when changing school for other reasons

We will not approve applications for transport support following a parent/carer's decision to change schools (even if the decision is supported/encouraged by the existing or receiving school) unless:

- the school they transfer to is the catchment/nearest school and the minimum distance criteria is met; and/or
- all avenues of support at the current school have been pursued and
- the move is supported by a relevant BCP Council manager(s) (e.g. Inclusion manager, SEND manager, Virtual School Headteacher).

Transport support for year 10 and year 11

If you choose to move to new accommodation when your child/young person is in year 10 or year 11, we will not normally provide transport support. We expect families to consider the location and distance of their child/young person's school place when moving.

If your circumstances change for other reasons and your child/young person is in year 11, please contact us to discuss. In most cases, we will advise families to submit an appeal request.

Transport support for children and young people with special educational needs, disability (SEND) and medical needs

Some children and young people may be eligible for travel assistance even if they do not qualify on the distance criteria because they're unable to walk to school accompanied or, in some circumstances, unaccompanied.

To qualify for travel assistance for SEND or medical needs, we will always need supporting evidence through a professional assessment (this may be an EHC Plan). We will also take family circumstances into account, but an employment commitment is not in itself a reason to approve transport support.

We may provide additional assistance when a child/young person has a medical need or disability that would prevent them from making the usual type of

accompanied journey made by other children and young people of their age. The conditions for this assistance may include:

- long-term severely restricted mobility, for example, circumstances that mean you need to use significant physical aids every day – such as a wheelchair.
- a long-term medical condition resulting in severely restricted mobility due to pain and/or extreme tiredness, for example, juvenile arthritis.
- a long-term medical condition resulting in restrictive mobility leading to serious health and safety risks, for example, epilepsy or life-threatening heart defects.
- a sensory impairment resulting in severely restricted mobility, for example, where a child/young person is severely visually impaired.
- a child/young person has a disability leading to significant social, and/or emotional immaturity in comparison with other children and young people of their age. This may mean a child/young person who is extremely vulnerable in social settings, for example, a child/young person with ASD who has very little awareness of personal danger.
- a child/young person with severe learning difficulties who has an inability to manage the complexity of the process of walking to school safely or demonstrates constant challenging behaviour suggesting that the child/young person cannot make an accompanied journey.

All professional assessments must be in the form of a written statement from a relevant (normally medical) professional who is treating the child/young person. The documentation provided must be recent (within last 12 months) and provide clear and detailed reasons why transport assistance is necessary. An EHC Plan may be submitted but additional evidence may also be required as having an EHC Plan does not automatically provide transport assistance entitlement.

Transport assistance is provided for the normal start and finish times of the school day and only to the school. We would need professional advice and evidence to provide specific transport assistance to suit a reduced or individualised timetable.

Siblings of children who have transport because of SEND or a medical need

There is no guarantee that siblings of a child/young person with transport assistance provided will also be eligible. All applications are assessed individually.

Transport support and exceptional circumstances

We may consider transport support where a temporary, part-time timetable is agreed due to medical needs or a reintegration programme. We would need evidence and

the views of relevant professionals to support these cases (e.g. the school, local authority officer).

There may be other exceptions to the general criteria set out in this policy and we will consider these on a case-by-case basis.

Transport support provided on religion or belief grounds: secondary year 7 to year 11 (aged 11 to 16)

Your child/young person is eligible for free transport to the nearest denominational secondary school if you receive the maximum working tax credit, or your child/young person is eligible for free school meals and the distance to the nearest denominational secondary school is between two miles shortest available walking route and 15 miles shortest available driven route.

You will need to provide evidence of any religion or belief.

Examples of acceptable evidence are:

- a baptismal certificate
- a statement of atheism
- a statement of adherence to a particular faith
- a letter of support from a priest or equivalent religious leader stating that the child/young person belongs to a particular congregation
- a completed Supplementary Information Form for the school used as part of the school application.

We may check this evidence with your child/young person's school, your church or other appropriate agencies.

Children in care

Admission authorities are required to give children in care (CiC) the highest priority and agree which school best meets the child/young person's needs and act in the best interests of the child/young person. In accordance with the normal point of entry admission allocations process for reception, year 3, year 5 and year 7, transport eligibility arrangements for CiC will be the same as for all other children and young people.

We will consider providing transport support for in year applications using the following principles:

- successful applications for catchment/nearest/parental preference schools will reflect the arrangements that apply to all other children and young people.

- where a school admits a child in care to BCP Council on the recommendation of the BCP Council CiC Virtual School (subject to the age/distance criteria) irrespective of the location of and space availability at other schools.
- where remaining at their current local school placement has been recommended by the BCP Council CiC Virtual School irrespective of the location of and space availability at other schools.

In Year Fair Access

BCP Council's in year fair access protocol ensures school placement allocation for children and young people who meet the protocol and are considered hard to place. CiC and children and young people with EHCPs are not included in the protocol.

We will consider transport support for applications considered under BCP Council's in year fair access protocol following these principles:

- successful applications for catchment/nearest/parental preference schools will reflect the arrangements that apply to all other children and young people.
- where a place is allocated by the panel for an alternative to the applicants preferred/catchment/nearest school, transport support may be provided (subject to the age/distance criteria) irrespective of the location of and space availability at other schools.

Transport support for out of school activities and work experience

We will normally only provide transport support to and from the allocated school at the beginning and end of the school day only. You are normally responsible for supplying transport for your child/young person when they are:

- involved in work experience programmes
- attending before school activities such as breakfast clubs
- attending after school activities, such as sports clubs.

Childcare arrangements

We normally only provide transport support to and from your child/young person's school at the beginning and end of the school day to a nominated stop relevant to the home address.

Examples of when we will not provide transport assistance

We will not normally provide transport support (defined as transport which is provided, or commissioned by us, such as taxis and minibuses) for these journeys (apart from in exceptional circumstances):

- journeys to and from breakfast or after school clubs
- trips and journeys during the school day which are in the curriculum
- to facilitate part time timetables
- to or from a venue that is not your normal home address, for example the address of a childcare provider or a short break placement
- if your child/young person is unwell and needs to be collected from school during the school day
- if your child/young person is excluded during the school day
- medical appointments or other approved activities during the school day or affect the start or end of the school day
- if a child/young person has missed the contracted transport
- transitional/integration placements in schools/colleges
- attendance at work experience programmes
- to/from childcare addresses where they are not on an established route
- to childcare arrangements where they are not on recognised transport routes
- if a child/young person is withdrawn from school by their family and placed in an alternative education setting
- other family members travelling in the same direction
- to support working arrangements for parents/carers and/or children and young people
- where parents/carers of children and young people receive the higher mobility component (HRMC) of the Disability Living Allowance (DLA). This is the gateway to the Motability Scheme that supplies vehicles, adapted or not, in return for the DLA, usually on contract hire terms. If a child/young person is the HRMC recipient and the family obtains a vehicle through the Motability scheme, then the vehicle is expected to be used for the benefit of the disabled child/young person and we will offer contributions to fuel, wear and tear to allow the family to use that vehicle to take their child/young person to and from school. This will be part of a discussion with the parent/carer around travel assistance and will include options for a Personal Travel Budget (PTB).

Modes of transport

BCP Council will decide the most appropriate means of supporting children and young people to travel to and from school linked to our aim of promoting independence, while ensuring cost efficiency.

We consider the following types of travel assistance provided using:

- issue of a travel pass for use on bus and train networks, supported by independent travel training, if needed. If you and/or your child/young person are already in receipt of concessionary travel pass(es), we may ask you to make use of your existing pass instead of providing a new one.
- Personal Travel Budgets (PTB): these are only applicable to children and young people with an EHC Plan. As parents/carers, you can use PTB in any reasonable way to get your child/young person to school
- minibus
- taxi
- fuel, wear and tear contribution, if it is shown to be a cost-effective solution. Families should be prepared to use their own vehicle where there are no suitable or appropriate alternative arrangements in place. The 2022-23 rate is 45p per mile (new rate for all BCP Council residents).

While we understand the importance of maintaining routine and continuity for children and young people, we cannot guarantee that your child/young person will have the same driver for the entire time they receive transport assistance.

Cost

Where a child/young person is eligible for transport assistance then we will meet those requirements. We will always offer the most cost-effective solution on a case-by-case basis, bearing all factors in mind. We will not authorise alternative transport provision if you (as the parent/carer of an eligible child/young person) reject the type of transport support we are offering.

BCP Council or their contracted operator is responsible for the assessment and provision of transport support considering best use of resources. We will not normally contribute the costs of the approved transport provision to a proposed alternative.

Back-dated payments to families who organise alternative transport arrangements whilst awaiting eligibility assessment will not normally be paid by BCP Council. If you are looking at alternative options whilst awaiting assessment, please contact us to discuss.

You will have to pay a charge of £15 if you lose your contract vehicle bus pass. This is to cover administration for the replacement. We review this charge regularly. This charge may be different if your pass is provided directly by the bus company charges may differ.

Transport support clarification points

It is your responsibility to find information about schools and transport provision and/or arrangements. Lack of awareness is not a reason for us to provide transport support.

A school place can only be based on one address; the home address will normally be identified by whoever receives Child Benefit for the child/young person. If a child/young person has split residency between two or more parents/carers, we will provide transport support from the nominated home address, subject to meeting the criteria for transport support to be provided as identified above.

Where this is unclear, disputed, Child Benefit is not received, or care is split equally and there is no agreement between the parents/carers, we will consider the application made by the parent/carer at the address identified on the child/young person's registered general practitioner (GP) record.

Measurement of routes

We consider all transport assistance routes measured from our geographical information system (GIS). We will not consider measurements from other systems outside our own.

The system follows the shortest, safe and practicable walking route. We assess this using appropriate:

- roads
- pavements
- footpaths
- bridleways.

We measure from an appropriate point from the home to the nearest approved access to the school. The GIS maps follows information provided by Ordnance Survey. We can give you a map showing the measured route if you request it.

Transport assistance for 16-to-18-year-olds

Students will qualify for transport assistance if they are starting a new course and are aged between 16-18 and if they meet either all of criteria one or all of criteria two.

Criteria one:

- are a BCP Council resident
- studying a full-time course (a minimum of three full days or 16 hours per week)

- are aged between 16-18 at the beginning of the academic year in which they are applying. In some circumstances it may be possible to support students up to the age of 25 if they are continuing an existing course of study
- have a current EHCP
- attending the nearest suitable school or college offering a course that is compatible with their employment or educational objectives. It will be for the local authority to decide if a course is compatible.

Criteria two:

- are a BCP Council resident
- studying a full-time course (a minimum of three full days or 16 hours per week)
- are aged between 16-18 at the beginning of the academic year in which they are applying. In some circumstances it may be possible to support students up to the age of 25 if they are continuing an existing course of study
- has previously had an EHCP
- has an ongoing significant disability or medical condition. The application must be supported by appropriate recent (dated within the last two years) documentary evidence, e.g. a letter from a GP, specialist or consultant detailing the nature of the condition and how it impacts on travel
- attending the nearest suitable school or college offering a course that is compatible with their employment or educational objectives. It will be for the local authority to decide if a course is compatible.

Eligible students or their families are asked to contribute towards the cost of their transport. For the 2022/23 academic year this is £525 per annum which can be paid in three instalments if preferred.

This contribution can be waived for families on a low income, that is, meeting the eligibility criteria for pupil premium or receiving working tax credit at the maximum level.

16-19 Bursary Fund

If you are 16 to 19 years old, you can apply to your place of study for a bursary through the [16-19 Bursary Fund](#) if one of the following applies:

- you are in or recently left local authority care
- you get Income Support or Universal Credit in your name
- you are disabled and get both Employment and Support Allowance and either Disability Living Allowance or Personal Independence Payment in your name.

You can contact your school or college for more details.

If you are in receipt of Disability Living Allowance, there may be an element within your allowance that relates to transport already.

If you have a disability you may be entitled to a [Connect Pass](#) for off-peak travel on local bus services.

Schools, colleges, and training providers may also be able to award bursaries to young people on a discretionary basis. Please contact your school or college for further information.

Transport assistance for 19-to-25-year-olds

For students aged between 19 and 25 assistance with transport may be extended if they meet all the following criteria:

- are a BCP Council resident
- are aged between 19 and 25 at the beginning of the academic year
- have a current EHC Plan
- attend the nearest school or college offering an appropriate course, that is, one that enables the student to meet his or her employment objectives or is designed to meet the student's special educational needs. This will be determined by the local authority
- studying a full-time course (a minimum of three full days or 16 hours per week).

Transport appeals

You have the right of appeal against the transport assistance decision under the following grounds:

- the transport arrangements offered
- your child/young person's eligibility
- the distance measurement in relation to statutory walking distances
- the safety of the route.

Stage one of the appeal process

Applicants can submit a [Transport Appeal form](#) with full supporting evidence. You need to submit this within 20 days of receiving the letter advising you that your child/young person is not eligible to school transport assistance.

How your stage one appeal will be considered

A senior officer will evaluate the category your appeal will be considered using the following categories:

- Appeals for children and young people with EHCPs
- Appeals regarding the distance measurement or safety of the route
- All other appeals

Regardless of the category for appeal, checks will be made by officers that your application was correctly considered using this policy.

If your appeal meets more than one category, it will be considered using the relevant categories.

Appeals for children and young people with education, health and care plans

Any appeal for a child/young person with an EHCP will be passed to the relevant senior officer(s) within the SEND team to ensure that the needs of your child/young person are assessed in line with their plan. If required, it will then be forwarded to the school transport appeal review (STAR) panel.

Appeals regarding the distance measurement or safety of the route

If your appeal is regarding the distance measurement or safety of the route, it will be passed to a senior officer who can review it using BCP Council's geographical information system (GIS) and/or [Road Safety GB walked routes to school guidelines](#).

All other appeals

If you are appealing on other grounds, your appeal will be referred to the school transport appeal review (STAR) panel.

School transport appeal review (STAR) panel

Cases will be reviewed by the STAR panel, which usually meets on a fortnightly basis and consists of three senior officers from Children's Services.

Outcome of your stage one appeal

We will notify the family or young person in writing within 20 days of the result of the appeal review. If you are still not satisfied with the outcome of this review you have 20 days to request that your appeal moves to stage two of the appeal process. Stage two is where the evidence is reviewed by the BCP Council school transport appeal committee.

Stage two of the appeal process

If you request a further appeal following the outcome of your stage one appeal, you will need to complete and submit an appeal form if you have not already done so. When the completed form is received, it will be submitted to the BCP Council school transport appeal committee with the local authority's statement providing the reasons for the decision, the original application and other supporting documents.

The school transport appeal committee comprises of three BCP councillors.

The applicant can attend to present the case and may be accompanied at the hearing. The committee's decisions are binding on all parties (but do not necessarily set precedence) and the clerk to the panel will inform you of the outcome. If you feel there has been an error in the way the committee made its decision, you may make a complaint to the Local Government Ombudsman.

Transport appeals will only be heard for BCP Council residents. If you live in a neighbouring authority you will need to appeal to your home authority. Only one transport appeal for the same journey is permitted in each academic year.

Safety of the route between home and school

We take the criteria ruling all road safety assessments from national guidance. We will disregard a route if it is deemed unsafe for a child/young person to walk accompanied by an adult. If you disagree with the safety of a route, you can request for it to be reviewed and/or request an appeal.

Journey times

We follow the government guidance recommending maximum journey times wherever possible:

- the recommended maximum each way length of journey for a child of primary school age is 45 minutes

- the recommended maximum each way length of journey for a child/young person of secondary school age is 75 minutes.

The recommended maximum journey times are from 'gate to gate' for travelling to and from school. 'Gate to gate' means where the property meets public paths and roads. For those families living on islands in Poole Harbour, this will be an appropriate point on the mainland.

Pick-up and drop-off points

We make every effort for children and young people to be collected and dropped at a point close to their home. Some pupils may have to walk a reasonable distance to and from their home/school to meet the vehicle.

Parents/carers and children/young people are responsible for being at the pick-up point in good time to access the service.

Parents/carers are responsible for their child/young person's safety in getting to and from the notified pick up/drop off points (including awaiting or leaving transport) or to and from the vehicle if they are picked up at home. Younger children should be accompanied, and parents/carers must make sure that they carry their bus passes (if applicable).

Accompanied children and young people

We may make bus passes available for adults who wish to accompany their children to and from school on local public bus services. This applies to primary-aged children only (up to the end of year 6).

We do not normally provide bus passes for adults who want to accompany secondary age children and young people to school.

We normally restrict bus passes for parents/carers accompanying primary-aged children (up to end of year 6) to home to school return journeys on school days only, term time only.

Passenger assistants

We do not normally provide passenger assistants on transport unless there are exceptional circumstances for doing so. We may provide a passenger assistant if a child/young person has a significant disability, medical or special educational need.

We will consider written information from the school, the SEND team and appropriate health professionals when making decisions to provide passenger assistance.

Parents/carers are responsible for getting their own child/young person on and off the vehicle at the pick-up/drop-off points, not the passenger assistant.

Parents/carers cannot accompany their child/young person in shared vehicles to ensure the safeguarding needs of all children and young people in the transport are met.

Medication

We would not normally be responsible for assisting with medication on a vehicle. If there are occasions when your child/young person may need medication administered due to an underlying health condition, you need to contact us to provide further information. Where appropriate, we will obtain guidance and training from appropriate medical professionals.

Personal luggage

It may not be possible to carry large amounts of personal luggage for individuals. This depends on the capacity of the vehicle, type of luggage and whether it can be secured on the vehicle. The driver reserves the right to refuse to carry excessive luggage or personal belongings.

Seatbelts

Your child/young person must wear a seatbelt if they are fitted in the vehicle. We could withdraw transport assistance if your child/young person continues to travel without using a seatbelt.

Behaviour

Schools have a key role in supporting how children and young people behave when travelling to and from school on transport we have arranged and organised.

The school should initially deal with unacceptable behaviour by children and young people when travelling as part of their discipline policy.

We will work with schools, other professionals, and families to support appropriate behaviour on vehicles.

Families and schools are expected to support any steps necessary to ensure appropriate behaviour on provided transport. Behaviour that endangers others will not be tolerated. Parents/carers may be responsible for the cost of any damage to the vehicle or property of other passengers caused by their child/young person.

Incidents of serious or persistent inappropriate behaviour can lead to us suspending transport support for your child/young person. We will inform parents/carers in writing of any such incidents, outlining any action needed. In such cases it will be the responsibility of parents/carers to make sure their child/young person attends school.

Advice for children and young people

All children and young people should behave in a way that is respectful of other transport users. They must not:

- play at the vehicle's stop
- go near the vehicle's wheels
- go near the vehicle before it stops
- cross the road in front of the vehicle
- eat or drink on the vehicle
- distract the driver.

Reapplying for transport

You will need to reapply annually.

Keeping in touch

If your circumstances change, please contact us as soon as possible. Changes to your child/young person's address, medical, disability or EHCP may affect their eligibility for transport assistance, and we will discuss this with you as soon as we are aware of any changes.

Transport support decisions made in error

If we approve an application for transport support in error, we will withdraw the transport support. We will provide transport support up to the next school holiday where appropriate to support you to make alternative arrangements.

Fraudulent or intentionally misleading applications

Applying for transport assistance must be a fair and transparent process for everyone. It is important that parents/carers provide the correct information on their form.

By applying, parents/carers declare that the information on the form is correct.

If you think a family is making a fraudulent or misleading application, please contact BCP Council. You do not have to provide your personal details (if you wish, you can remain anonymous). We will follow up all allegations of potentially fraudulent applications.

We can withdraw transport assistance should an application or other information provided be found to be fraudulent or misleading, even if transport assistance has already been provided.

BCP Council carries out spot checks on applications and addresses. We can ask applicants to provide additional evidence to verify addresses and/or other details provided. Checks are made with other council departments and with other local authorities for the purposes of verification of details including residence.

Applications can also be referred to the council's audit team for further investigation. Investigations may include arranging for credit reference checks to be undertaken.

These processes are in place to ensure fairness and transparency for all families living within the BCP Council area.

Complaints

A complaint is a way to let us know if you are not happy with some aspect of our service.

First, please contact the [School Admissions Team](#). We may be able to resolve your concern quickly and avoid you having to go through the formal complaints process. It's helpful if you explain why you are unhappy and what you think should be done to resolve the problem. We'll investigate and try to put things right where we can.

How we deal with complaints

We:

- let you know we have received your complaint within three working days

- let you know who will be handling your complaint and make sure we understand what your complaint is about
- find out what you want to happen to put things right
- investigate and respond to you within 20 working days
- let you know if we need more time to investigate your complaint and when we hope to provide a final response
- apologise if we find we have failed to provide the level of service you should expect and look to put things right
- welcome your view of what needs to be done to resolve any problem
- arrange for a review of your complaint if you remain unhappy and aim to respond to you within 15 working days.

Generally, we do not investigate complaints about something you knew about more than 12 months before contacting us for the first time. More information is available within our complaints handling guide.

If things are still not right

You can refer your complaint to the [local government and social care ombudsman](#) (LGSCO) who will carry out an independent review.

Please note the LGSCO will not normally accept a complaint which has not been considered under a council's complaint processes first.

To make a complaint to the ombudsman:

- Go to www.lgo.org.uk
- Call 0300 061 0614
- Text phone users using next generation text can text call back to 0762 481 1595.

Contact us

School admissions

01202 127963

school.admissions@bcpcouncil.gov.uk

SEND statutory services team

01202 128880

SENDbso@bcpcouncil.gov.uk

Equality Impact Assessment: Conversation Screening Tool

What is being reviewed?	Home to School Transport Policy
What changes are being made?	Amalgamation of three existing policies (currently one for each town)
Service Unit:	Children's Services
Participants in the conversation:	<p>Angie Hill, Acting Team Manager, School Admissions, Children's Services</p> <p>David Harrop, Passenger Transport Manager, Transport and Engineering</p> <p>Carly Williams, Team Leader, School Admissions, Children's Services</p> <p>Emma Clarke, Acting Team Leader, Free School Meals and Education Transport Team</p>
Conversation date/s:	27 September 2021
Do you know your current or potential client base? Who are the key stakeholders?	<p>Parents and carers of children and young people aged 4-16 living in BCP Council area</p> <p>Young people and their families aged 16-25 living in BCP Council area</p> <p>There are approximately 1800 children and young people in receipt of transport assistance, the majority of which are provided with bus passes or minibus to and from school.</p>
Do different groups have different needs or experiences?	<p>The policy continues to ensure that transport assistance requests are considered based on the statutory minimum requirements for transport assistance.</p> <p>When transport assistance is agreed, assistance will be arranged that meets the identified needs of the specific child/young person and their family.</p> <p>Home to school transport assistance is normally made available for eligible children and young people who attend a qualifying school in the following circumstances:</p> <ol style="list-style-type: none"> they live beyond the statutory walking distance, or cannot walk to school because of their special educational needs, disability or mobility difficulties; or are on a route that is within the statutory walking distance (where a child/young person is accompanied by an adult as necessary) that is considered to be unsafe; or receive free school meals, or whose parents/carers receive the maximum working tax credit. Normally assistance will only be provided if the family live beyond the statutory walking distance. <p>The nearest qualifying publicly funded school is the nearest or catchment school with places available that provides education suitable for the age, ability and aptitude of the child/young person, and any special educational needs or disability the child/young person may have. This means that when seeking transport assistance, a qualifying school is typically the nearest or the catchment school with vacancies unless a low income family is seeking transport assistance for attendance at their nearest secondary faith school for evidenced religious</p>

	<p>reasons.</p> <p>A reasonable distance is legally defined as:</p> <ol style="list-style-type: none"> Up to two miles walking distance from home to school for statutory school age children under eight years old Up to two miles walking distance from home to school for statutory school age children and young people aged eight-16 years old and receiving the maximum working tax credit or the child/young person is eligible for free school meals Up to three miles walking distance from home to school for all other statutory school age children and young people aged eight-16 years old <p>There are some exceptions where home to school transport assistance may be provided and details are included in the policy.</p> <p>Children and young people are eligible for free transport to their nearest denominational secondary school if the family are in receipt of the maximum working tax credit, or the child/young person is eligible for free school meals and the distance to the nearest denominational secondary school is between two miles shortest available walking route and 15 miles shortest available driven route.</p> <p>BCP Council decides the most appropriate means of supporting children and young people to travel to and from school linked to the aims of promoting independence and sustainability, while ensuring cost efficiency. The following types of travel assistance are provided:</p> <ol style="list-style-type: none"> Issue of a travel pass for use on bus and/or train networks, supported by independent travel training, if needed. Personal travel budgets for children and young people with an education, health and care plan (EHCP). Minibus Taxi Fuel, wear and tear contribution if it is shown to be a cost-effective solution and/or there are no suitable or appropriate alternative arrangements available. <p>The opportunity to appeal the decision of the eligibility assessment and the form of travel assistance offered is available to families.</p>
<p>Will this change affect any service users?</p>	<p>Additional support for Children in Care and families in temporary housing has been provided within the new policy. The policy will not affect most service users because it continues to provide the statutory minimum for transport assistance.</p> <p>The proposed policy sets out a principle of eligibility where the Council admits a child in care to BCP Council on the recommendation of the BCP Council CiC Virtual School (subject to the age/distance criteria) irrespective of the location of and space availability at other schools. Providing transport assistance for</p>

	<p>Children in Care to BCP Council where appropriate will support education continuity for vulnerable children and young people.</p> <p>There are approximately 400 children and young people of statutory school age who are Children in Care to BCP Council. The majority are attending schools without the need for transport assistance. We anticipate that low numbers of requests will be made by the Virtual School each year.</p>
What are the benefits or positive impacts of the change on current or potential users?	<p>Introducing a single BCP Council policy will benefit all families who apply for transport assistance as it aligns all three existing policies and provides consistency when assessing transport assistance applications.</p>
What are the negative impacts of the change on current or potential users?	<p>There are two changes within the policy that negatively impact on some residents:</p> <p>Bournemouth residents will no longer be eligible for Year 10 and Year 11 transport assistance due to moving home. However, they can submit an appeal to review the decision. It is difficult to anticipate the number of children the change could impact.</p> <p>A charge for all BCP residents who qualify 16-18-year-olds transport will be introduced (previously the charge applied for Poole residents only). Families in receipt of maximum tax working credits and/or free school meals will have the charged waived. It is anticipated that the charge will impact approximately 100 families. Families will have the opportunity to pay the charge in three instalments.</p>
Will the change affect employees?	<p>A single policy will simplify and align processes by all employees who seek to support families applying for transport assistance and for employees who process applications.</p>
Will the change affect the wider community?	<p>A single policy will be positive for all BCP Council residents as it will provide consistency for all residents across the conurbation when assessing eligibility and providing home to school transport.</p>
What mitigating actions are planned or already in place for those negatively affected by this change?	<p>A public consultation of the draft policy took place from 4 January 2022 until 18 February 2022. Key stakeholders were targeted during the consultation (those already receiving assistance and families applying for Year R, Year 3, Year 7 and Year 9 for 2022/23 academic year).</p> <p>Responses from the consultation have been considered and amendments to the policy have been made. The policy no longer includes a charge for transport assistance for young people aged 19-25-years-old and no longer places minimum distance requirements for post-16 assistance. This is in line with legal advice taken.</p> <p>Families will have the opportunity to access a two stage appeal process if they are unhappy with either the decision or the transport offer.</p>

<p>Summary of Equality Implications:</p>	<p>Transport requests will be assessed using the policy criteria. Where the child/young person and/or their family have additional needs or requirements these will be considered during the assessment. Protected characteristics will be taken into consideration when considering requests.</p> <p>Transport for eligible children and young people will be provided based on the individual needs of the child/young person and/or their family using the criteria in the policy. Protected characteristics will be taken into consideration when providing transport.</p> <p>There are two changes within the policy that negatively impact on some residents:</p> <ol style="list-style-type: none"> 1. Bournemouth residents will no longer be eligible for Year 10 and Year 11 transport assistance due to moving home. However, they can submit an appeal to review the decision. It is difficult to anticipate the number of children the change could impact. 2. A charge for all BCP residents who qualify 16-18-year-olds transport will be introduced (previously the charge applied for Poole residents only). Families in receipt of maximum tax working credits and/or free school meals will have the charged waived. It is anticipated that the charge will impact approximately 100 families. Families will have the opportunity to pay the charge in three instalments. <p>Families will have the opportunity to access a two stage appeal process if they are unhappy with either the decision or the transport offer.</p> <p>A single policy will be accessible online for all BCP Council residents and paper copies will be provided on request.</p>
---	---



Home to school transport consultation

February 2022

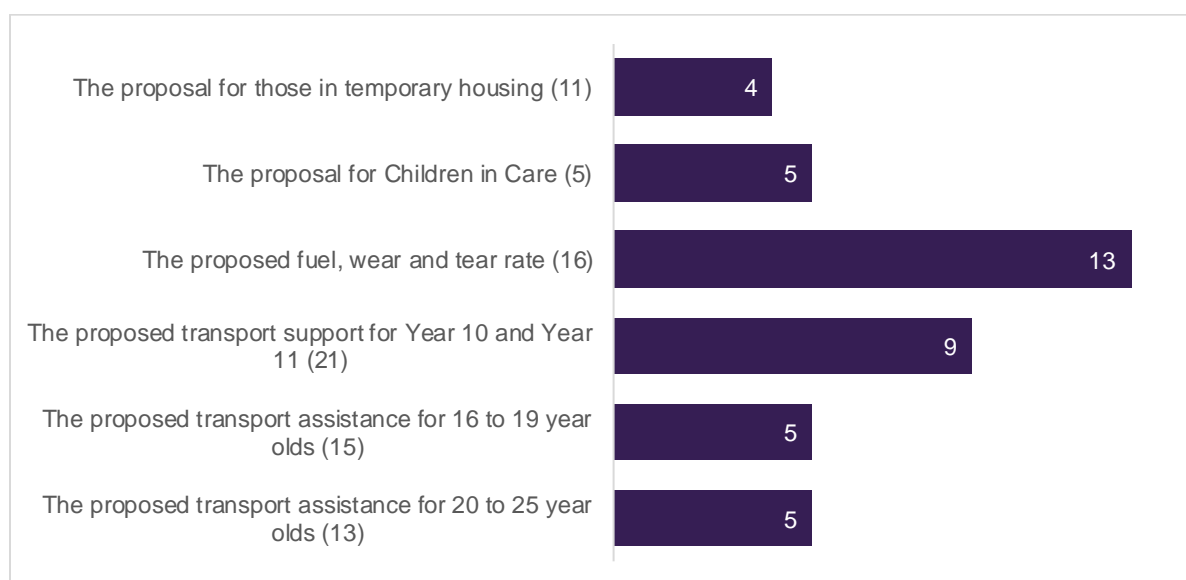
Research and Consultation

Executive Summary

BCP Council ran a consultation on a draft policy for providing home to school transport for eligible children. Previously, the council was using three different policies (from each of the three preceding councils) with different criteria in each area. The draft policy, if adopted, would apply a single policy across the conurbation.

72 responses to the consultation were received. This low response makes detailed analysis difficult and unreliable. To avoid misleading readers of this report, figures shown in charts are counts rather than percentages.

Table 1: Number of respondents who agree / strongly agree with each of the six proposals



Bases as labelled

The majority of those that responded about the proposals for children in care, for fuel, wear and tear rate and support for pupils in year 10 and year 11 agreed with the proposals.

Views on support for those in temporary housing were split between agree and disagree (with some neutral / don't know / not applicable responses)

The majority of responses on proposals for support for those in post-16 education disagreed with the proposals, with support for 16-19 year olds drawing the strongest objections.

It is recommended that the report is read in full, particularly the comments which illustrate the impact felt by families who currently use home to school transport.

Contents

Executive Summary	i
1 Introduction and background	1
1.1 Methodology	1
2 Results	2
2.1 Temporary housing	3
2.2 Children in care	4
2.3 Fuel, wear and tear rate	4
2.4 Transport support for Year 10 and Year 11	7
2.5 Transport assistance for 16 to 19 year olds with EHCP/disability	10
2.6 Transport assistance for 20–25 year olds	13
2.7 Additional comments	15
2.8 Equalities and human rights	21
3 Respondent profile	24
3.1 Respondents	24
3.2 Children	25

1 Introduction and background

BCP Council has a statutory duty to make home to school transport arrangements for all eligible children in Bournemouth, Christchurch and Poole. Currently, three policies are used when making decisions regarding eligibility – one for each of the three former councils. To simplify the process for our residents and ensure that all decisions are made consistently across the conurbation, a single home to school transport policy was drafted to ensure statutory minimum requirements are met.

The changes to the policy are:

Changes to policy	Who is affected
Temporary housing	all BCP Council residents
Children in Care	all BCP Council residents
Fuel, wear and tear rate	all BCP Council residents
Transport assistance for Year 10 and Year 11	all BCP Council residents
Transport assistance for 16–19 year olds	Bournemouth and Christchurch residents, with a change in the minimum distance for Poole residents
Transport assistance for 20–25 year olds	Bournemouth and Christchurch residents, with a change in the minimum distance for Poole residents

If agreed, the policy would apply to all applications for travel assistance for the 2022/23 academic year.

1.1 Methodology

The consultation ran from Tuesday 4 January to Friday 18 February 2022.

The information about the draft policy was available online at haveyoursay.bcpCouncil.gov.uk/HomeToSchool and respondents were asked to give their views on each of the changes, and any other comments or suggestions using an online form. The form summarised the changes to the policy and respondents were able to complete the sections that were of interest to them.

Paper copies were also available in all BCP Council libraries, and paper copies could be requested by email or by telephone.

A total of 10,287 parents/carers were contacted to notify them about the consultation. This included 1,595 letters that were posted out to those who are currently receiving home to school transport. In addition a further 8,692 parents/carers who had applied for a school place this year online were sent an email to let them know about the consultation.

The [Home to School Transport consultation press release](#) was published on 6 January 2022. The consultation was covered in an [Echo article on 11 January 2022](#).

The consultation was promoted in four newsletters, including Roads & Travel, News & Events and Family Information. This is a total subscriber reach of 49,595, with 299 total unique link clicks through to the consultation page overall.

It was promoted in 6 posts across Facebook and Twitter, with a total Facebook reach of 36,695 (reach statistics are not available on Twitter). Total link clicks for social media posts is 1553.

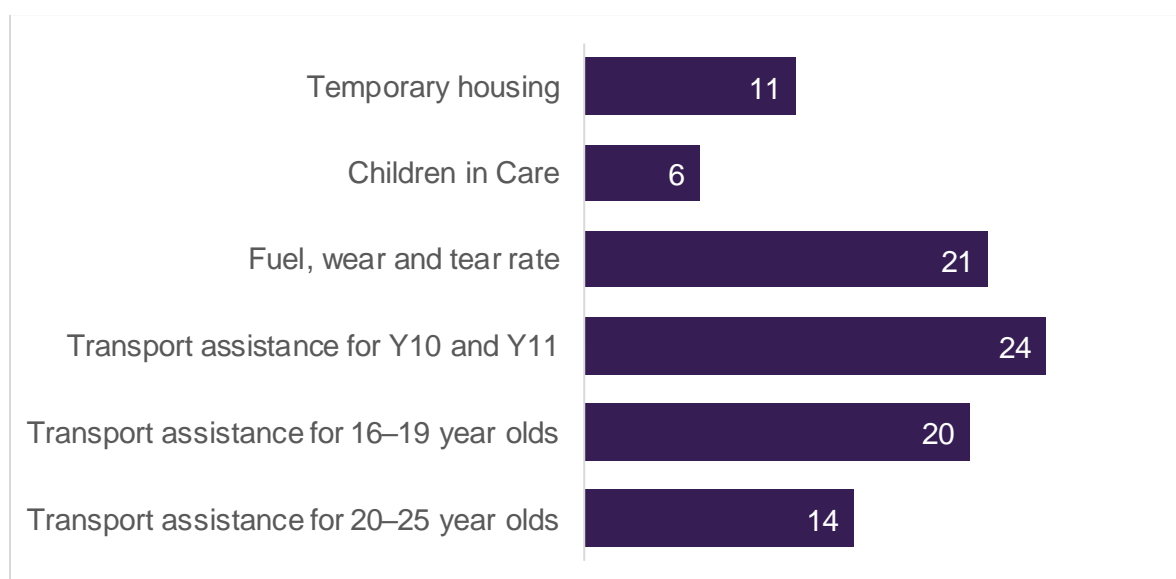
A total of 1728 unique visitors visited the online project page on and 610 of these clicked on the information on the page including 511 document downloads and 99 visits to the FAQ page.

Despite the number of people contacted directly as well as the efforts to promote the consultation more widely, only 72 responses were received. Since respondents could choose to fill in just the sections about proposals that affected them, the number of responses to each question is very small and cannot be used to provide detailed breakdowns of results. This report will show the count of responses rather than the percentage, as percentages can be misleading with such small numbers.

2 Results

Respondents were initially asked which sections of the survey they would like to give their view on. Responses from this section were used to direct respondents to the relevant sections.

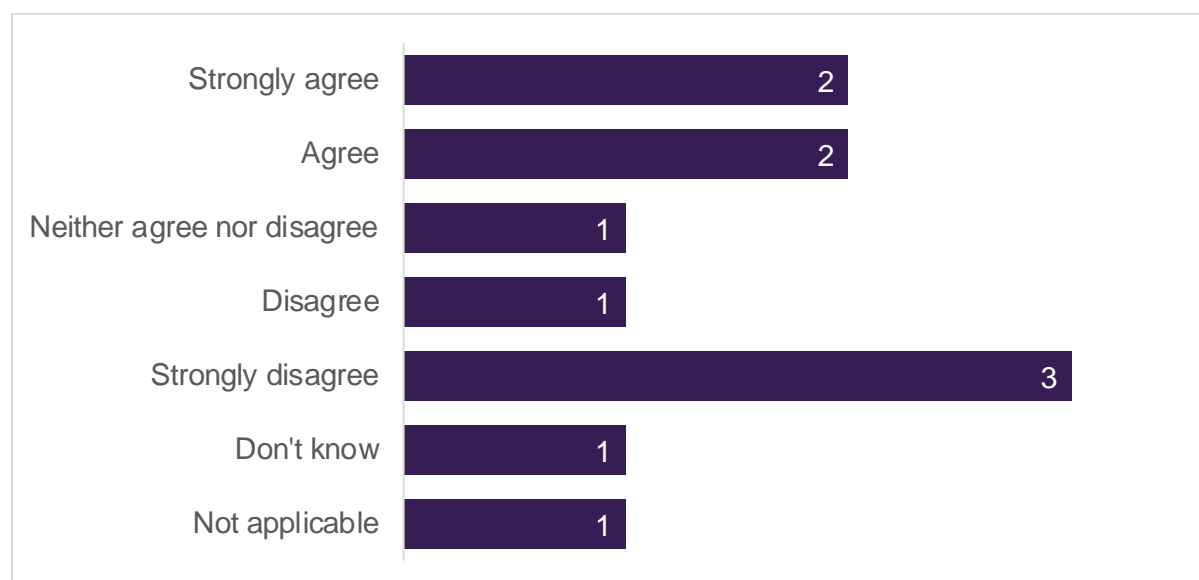
Figure 1: Which of the changes to the Policy would you like to give your view on? (count of responses)



2.1 Temporary housing

There were eleven responses to this question including one 'don't know' and one 'not applicable'. Of the nine that responded, four were in favour of the proposal and four were against, with one neutral response.

Figure 2: How strongly do you agree or disagree with the proposal for those in temporary housing? (count of responses)



Respondents were next asked how much of an impact this would have on them. Three said it would have a positive impact, three said it would have no impact and one said it does not apply.

When asked to explain their answers, the following comments were received:



It help my son with additional needs and his sister at the same school get to school and home quickly not having walk a mile and wait for a bus



"satisfactory reasons for the loss of the registered accommodation." - this is utterly arbitrary; which specific circumstances do you consider 'satisfactory' or otherwise? Is there a list somewhere, or are you going to make it up as you go? Support should also be offered to either BCP residents moving out of the BCP area against their will, OR to non-BCP residents moving into the area. It is either sufficiently rare as to not have an affect on council spending, or it is incredibly common and you're leaving a lot of people to struggle unnecessarily. You won't help your own residents, and you won't help theirs either?

I feel strongly that if a family is moved further away or to another area but still have to access the same schooling then



it is of no fault of theirs and they should receive assistance on transportation to school for as long as needed, not just 2 terms, and not just on a case by case basis, as the situation will not be of their doing and is outside of their control so they should not have to be financially affected by such a move outside of their control



I think it is unfair to be limited to a maximum of 2 terms. As some year groups are gridlocked and there is not necessarily any space in a local school.



I think the consideration period of 2 terms is more than fair. It should be based on living in BCP council only and on a temporary basis - not permanent.

2.2 Children in care

Despite six respondents stating that they wished to respond to this section, only five actually answered the questions. Three respondents strongly agreed and the other two agreed with the proposal. Four said it would have a positive impact and one said it would have no impact.

One comment was received on this section:

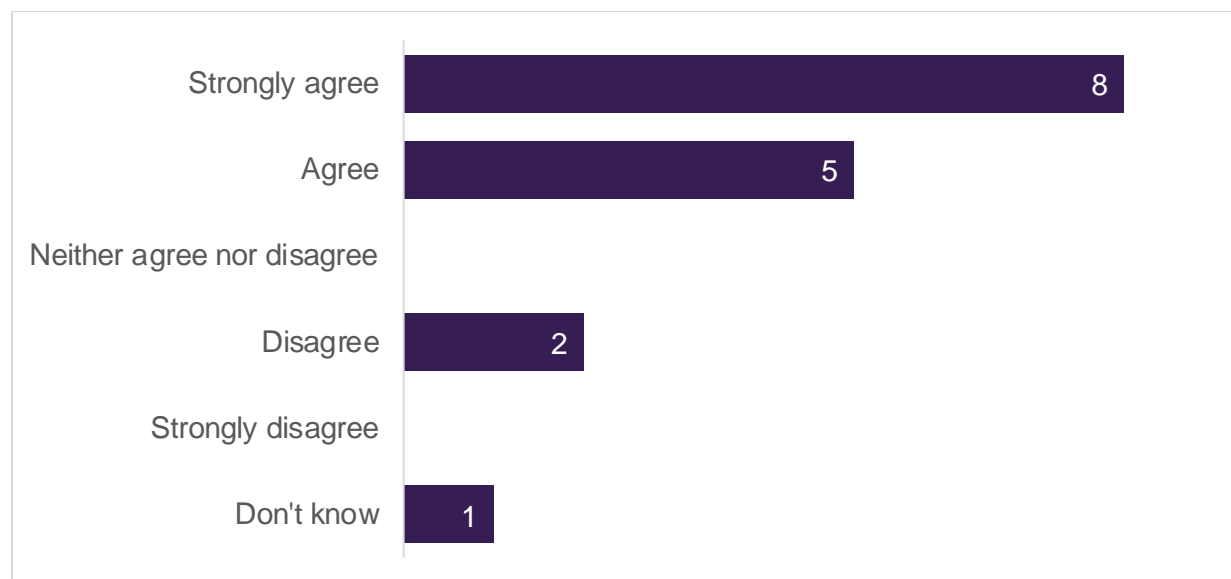


it reads fair and CiC transport consideration on entry/ admission to be treated equitably with those not in care.

2.3 Fuel, wear and tear rate

Sixteen respondents answered the questions in this section. Thirteen respondents agreed with the proposal, two disagreed and one replied 'don't know'.

Figure 3: How strongly do you agree or disagree with the proposed fuel, wear and tear rate? (count of responses)



Twelve respondents said that the proposal would have a positive impact on them, three said the impact would be negative and one said it would be mixed. Two respondents said that there would be no impact and two replied 'don't know'.

Respondents were asked to explain their answers and the following comments were received:



I struggle with fuel and upkeep of my vehicle getting my girls to school but also would prefer transport help because of my health



Poole residents will get a cut in rate. I agreed to transport my daughter with the current rates for Poole. Others will be in a similar position. This will reduce my claim for the 79 mile trip by nearly £6. How many people will request transport if the rate were reduced? This could cost the LA a lot more than keeping the current Poole rate or introducing it across the county. We are not employees and are allowed to receive in excess of 45p. With current fuel rates taxi costs will rise and I'd not want this policy to end up increasing transport costs for EHCP children, especially. It would be interesting to compare the numbers in Poole currently willing to drive their children (saving money) vs the numbers in Bournemouth and Christchurch who get lower rates currently. Personally I'd have insisted on transport had the mileage rate been much lower than it is. I am in favour of increasing the rate for Bournemouth and Christchurch, but to the current rate for Poole and then to encourage parents whose children take

expensive taxis to consider driving. I think this might save more money than making the rate lower for Poole residents.



My son will move to a school about a mile away from our residence and I will walk him there...



I think this would benefit low income families massively, and for myself as my son has Special educational needs, and awaiting an assessment through cahms, he struggles with busy noisy places such as pupil transport and is only timetabled in his current mainstream school for one hour and 30 minutes. So for me personally I am back and forth from their school 6 times a day!



Although the gesture is kind, it doesn't help us as a family. We have three children scattered between Poole and Bournemouth and the council won't move my youngest child to a suitable school in Bournemouth and are only willing to assist with wear and tear from my daughters high school to home. Our issue is the 3 hours a day we spend driving to collect all the children and try our best to meet work start deadlines all because the schools and council refuse to justify a suitable move for all the children to one area. It would help to have transport home for my daughter who is in year 7 at Avonbourne but this is not considered possible for us because we mentioned this doesn't need to be done if they would only move my youngest closer to his siblings.



We have a 18 year old (EHCP) that goes to Summerwood School but refusing to be ready for 7:50am, so we are having to take her each morning since September 2020 but have not been offered the 45p per mile. Our 18 year old does come home on the bus provided by BCP Council.



Look at other options first and foremost - bus/train pass.



My son has EHC plan and that would be perfect if we will have help with transport to secondary school especially when I'm working 40hrs a week

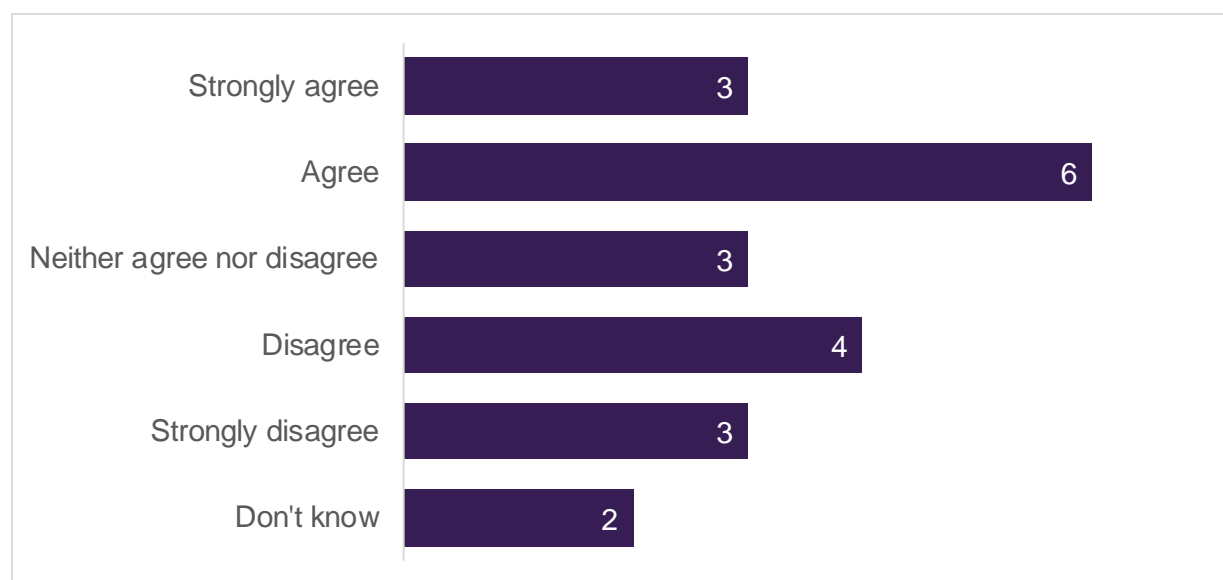


My husband take my daughter's everyday to school drop off and pick up. Due her anxiety she us struggle to go by bus as she get stressed if she gets late, with too many many in the bus.

2.4 Transport support for Year 10 and Year 11

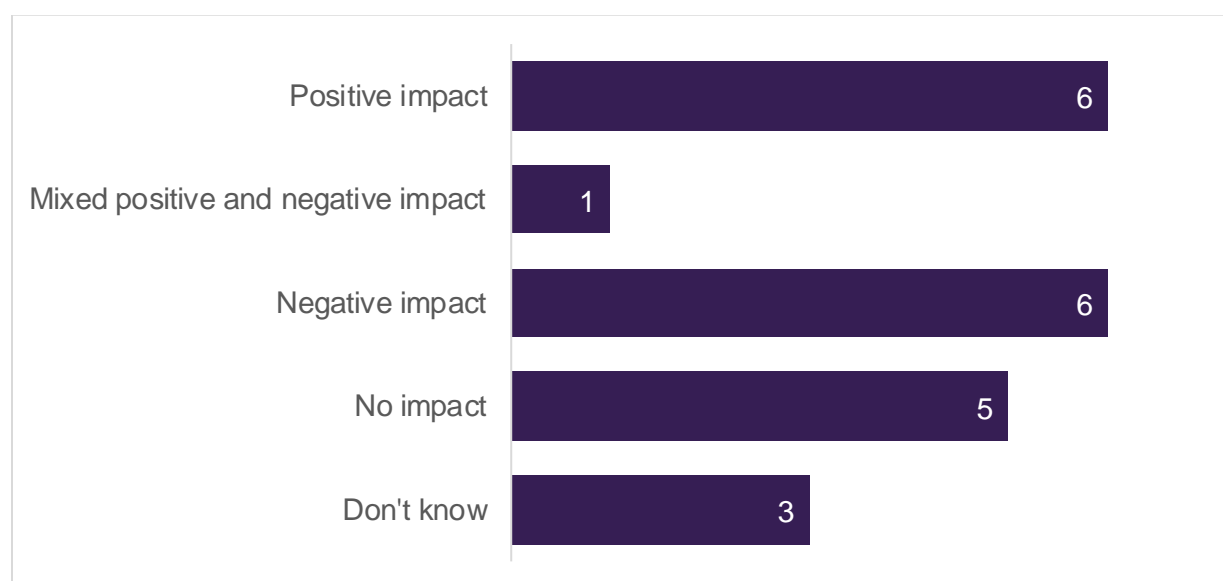
Twenty one respondents answered this question, of whom two replied 'don't know'. Of those that expressed an opinion, nine agreed with the proposal, seven disagreed and three gave a neutral response.

Figure 4: How strongly do you agree or disagree with the proposed transport support for Year 10 and Year 11? (count of responses)



Views on the impact of the proposal were very mixed. Six respondents said it would have a positive impact, six said that the impact would be negative and five said there would be no impact, with one expecting a mixed impact and three 'don't know' replies.

Figure 5: How much of an impact, if at all, does this change have on you?



Thirteen respondents provided a comment to explain their answers. The most common theme to these comments is that many families, especially those in rented accommodation and / or on lower incomes, often have little choice in where they live and cannot always stay close to school.



We have to pay £65 every 30 days to the yellow buses in order for my son to attend school and feel this is way too much.



It makes no difference to us as we have tried to gain assistance numerous times but as with all the political red tape the powers that be continually find excuses!



This service would be very good as it keep children in school,



Year 10 and 11 are important years for children, and doing everything possible to enable them to maintain stability and not risk ruining their grades is paramount. Of course parents are going to try and keep their children in their existing school during this time, but sometimes life happens unexpectedly and they made be forced to move. Why punish the parents of children ONLY in those important years? The Bournemouth borough council policy had it right- if they need assistance, it should be given regardless.



I think that the current Dorset Policy is the fairest. I agree one should not be allowed to chose to move further away but one might move house but it be closer to school but still more than 3 miles away. The proposed policy would deny transport that a child had been given in the first place in that instance. It is unfair to force a child to move school mid way through their GCSEs. Low income parents often have little choice where they move to and this policy will disadvantage the education of low income families if it forces them to move.



*We have only just been awarded travel after many appeals. My daughter has special needs and has severed ocd anxiety ASD and is unable to get to school alone. I have epilepsy and am unable to take her. The transport taxi system was awarded in November and we were very grateful. **** is hoping to stay in full time education therefore transport would be needed. We didn't ask to move away from the school. We were taken from an abusive relationship by the police and we were homeless. The housing placed us where we are now*

*and we didn't have a choice. **** is medicated she sees CAHMS and she is assisted through school by their SEND. She is being tested for Misophonia and dyslexia too. She is in need of this service and it has helped us out enormously. I trust you will take my comments into consideration when removing this category for assessment. Domestic abuse families don't have choices and their children shouldn't have to be penalised because they choose to stay at school where they know people and feel safe. Especially if they have special needs. Thank you .*



There is an assumption here that tenants have any choice of where to move to. Particularly Homeswopper and HomeChoice.



being forced to move schools will affect friendship groups and potentially the wellbeing of the child



Bournemouth is very short on housing. Even to find rented accommodation is almost impossible and often takes over 9 months due to agencies keeping long que system and not giving you even chance to view any property. So it is not reasonable to ask people only move to area near the school. Families are in desperate times and they have to unfortunately take property whenever it is or end up homeless. And council is not helping at all.



Should be considered for families with children of all ages due to being in education a mandatory request



The wording of the new clause makes it prohibitively difficult for families of children in yr10/11 who have no choice but to move house due to family or financial issues. An appeal process is lengthy and challenging. I propose that the original wording from DCC should be retained, so that transport assistance for families in 'exceptional circumstances' should be explicitly stated in the new policy. Moreover, the current wording suggests that if a family moves house within BCP but remains the same distance from school (even if this is more than 3 miles already), BCP council has the right to withdraw transport. The new clause is poorly drafted, because it does not clarify the point trying to be achieved (ie. funding is not available for unnecessarily increased journey distances due



to family personal choice) while conversely it unfairly penalises local house moves within the same area.

Totally reasonable - parents to consider this before moving

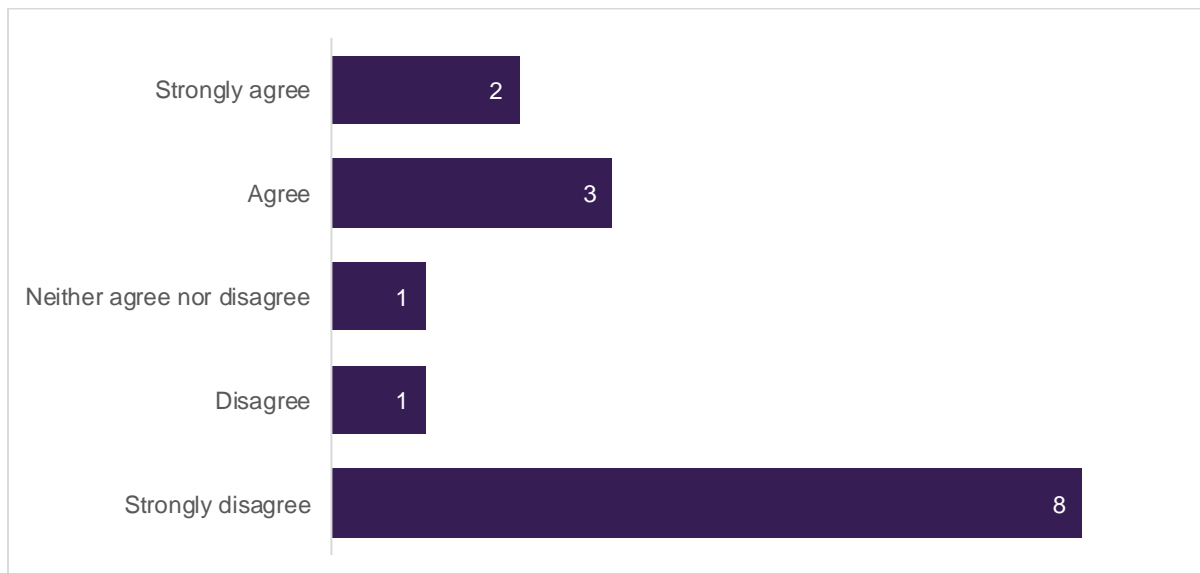


Saver way to school

2.5 Transport assistance for 16 to 19 year olds with EHCP/disability

The majority of the fifteen respondents that answered this section strongly disagreed with the proposal for transport assistance for 16 – 19 year olds with EHCP / disability

Figure 6: How strongly do you agree or disagree with the proposed transport assistance for 16 to 19 year olds? (count of responses)



When asked about the impact of the proposal, nine respondents said they expected the impact to be negative, three thought it would be positive, three said it would be mixed and two said there would be no impact.

Comments were invited to explain answers.



School he has been accepted into 6th form is over 3 miles from us but there are closer which he has not been accepted into - this should not go against us being able to access box transport as this is outside our control.



Having to contribute £525 for my daughters transport when she's been entitled to this free is disgusting, just because she



turns 16! Nothing has changed, she doesn't earn money to pay for this and we would really struggle without this service.



*When **** needs school she will still need the same support so again this will impact us*



I'm pleased that transport assistance exists for post 16 provision but £525 is going to hurt.



Although we work as a family we have 3 children and £525 is a significant amount of money to pay so that our child can access the special education they are entitled to. This is unfair and is discriminatory to him and his disability. No closer school agreed to meet his need and we feel unfairly penalised because our child has a disability. Disabilities already create such a lot of difficulties for families - this is a cost cutting exercise which is hitting the people who already have to fight for everything their children need.



I'm glad the distance has been reduced. I still think 3 miles is too far. Why does EHCP have to be on both criterias?



£525 is below the market rate. The minimum charged by Yellow Buses is £700 per year. This means that the council is topping up the price. Would recommend a schedule of increasing the cost over a few years. Full details of how to apply should be made clear.

My son has an EHCP based on anxiety but recognised autism traits. He has been funded with a taxi, that he shares most days with 2 other students. He cannot use the bus owing to his anxiety, he walks everywhere and avoids busy roads, even if it takes much longer. This is also the case if we go anywhere together. A taxi has really helped him remaining in school, he now attends every day. This is a massive improvement. The taxi also means he speaks to other students, this has only happened recently. I work but do not get WTC. I have a mortgage, we do not live even a comfortable life. Everything has gone up. I have asked to work more hours, taking less holidays off as it's unpaid. It's been declined apart from 2 weeks of school holidays I will now go in. We have a pay rise freeze so I cannot be paid more. While reading the new plans some will benefit and it seems the small minority won't. The small minority could be family like mine, hard working, mortgage. . My options are very limited. He took almost 9 months to settle in the school, he has only just started making friends, he is limited to where

he goes because he is bright but needs some flexibility that mainstream cannot offer. I work as many hours as I can to pay our bills but still be there for him. I can see there is an option for me to pay it in instalments but its still a lot of money to find each term. I imagine the other 2 boys will still be attending, I do not know their parents circumstances, so it's not that he is the only one in the taxi. What my ramble is saying it's fair enough to have rules but there should be flexibility, not just black and white, you are not eligible.



If we move slightly over the threshold of being on low income criteria and are expected to contribute to transport for our special needs child's transport to and from school then we will be in the same position or even worse than before.



Do not see why the eligibility criteria should fall onto the parents of an 18 year old (adult) with EHCP Plan on the Autistic Spectrum and Learning Difficulties. They are adults and should be supported by BCP Council none the less.



We have a disabled 19 year old who could not manage on either public transport or walking the 4 miles to her specialist college. Without the taxi she could not complete her education. The new proposal would mean that we would need to find money to pay for her transport. We could not afford to make a contribution to the taxi fare as we do not earn any wages - I am a full time carer for my daughter who we took from care several years ago. We do not receive working tax credit and now she is 19 we can no longer claim child tax credit for her.



You are effectively stopping young people with disabilities from pursuing a course of study. Most families will not be able to afford the charge as outlined. Families such as ours do not get working tax credit as it is a difficult benefit to monitor if you have a zero hours contract and it is easy to fall into debt if the amount you earn annually changes significantly. Therefore you have to pay back often thousands from a previous year. We, feel it it not a tenable benefit but are still extremely poor. Why have you not accounted for apprenticeships? Many young people with disabilities follow this route and still study part-time. Often their pay is minimal and they have to travel some distance to their place of study and work. They often cannot do this independently. My feeling is that many students will not continue into post sixteen education and will just stay home. Couple that with the fact that the SEN

Departments are very keen on taking away a student's EHCP as a matter of course. IMMORAL!!



£525 charge should not apply to special needs pupils with EHCPs attending a special needs school. The cost of an appropriate care setting to the council would far exceed the transport cost if the child was removed from the educational setting because of such charges. In these circumstances the charges should also not be measured against income levels - no one chooses to have a special needs child, especially not just because their income level is higher.



My children do not have special needs but we are on a low income receiving child tax credits and housing benefit, they get free school meals. They rely on the school buses to get to school as we cannot afford to drive or have a car and also the schools are not in walking distance as they attend the grammar schools. They currently receive free school bus passes for the school bus 415 and also 450 and my 16 year old gets £15 per week to buy tickets which actually is nowhere near enough to cover the costs so actually needs to be increased. Please can you ensure that you do not scrap the allocation of funding for 16 plus bus money. Also please can you make sure that an eligible criteria is still families on low incomes otherwise I don't know how I am going to get 3 of my children to school.

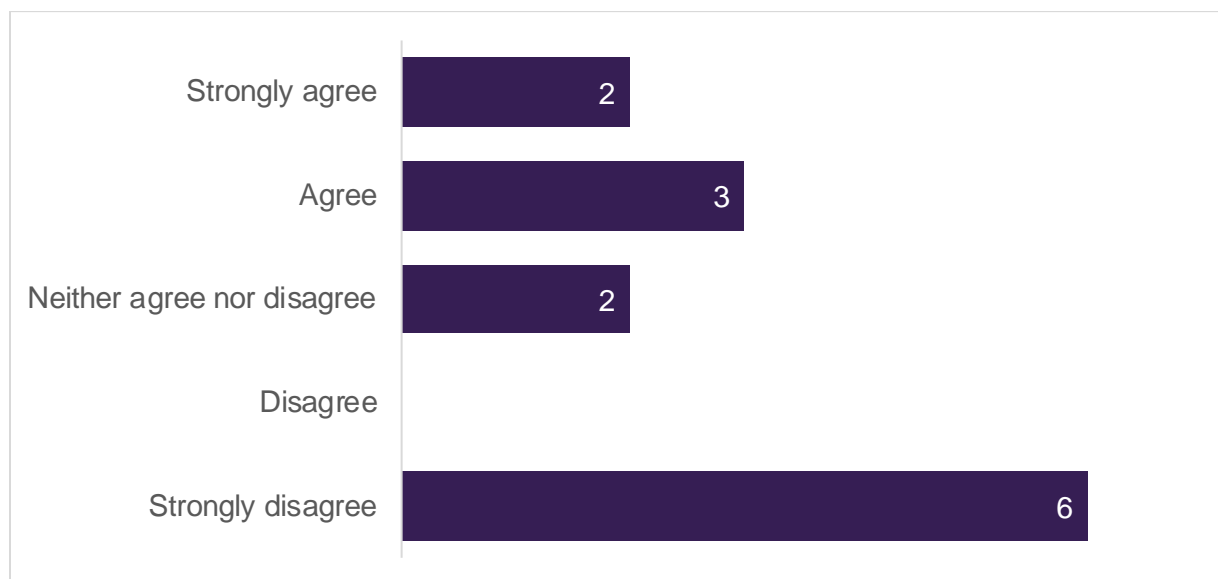


This may stop families from trying farther career choices for their sen children. They are already under financial and mental pressure for kids rehabilitation. This move might stop child from further education or they have to move house in order to get it.

2.6 Transport assistance for 20–25 year olds

Thirteen respondents gave their opinion on the proposal for transport assistance for 20-25 year olds. Six strongly disagreed, five agreed / strongly agreed and two gave a neutral response.

Figure 7: How strongly do you agree or disagree with the proposed transport assistance for 20 to 25 year olds? (count of responses)



Five respondents said that the proposal would have a negative impact on them, three said that the impact would be positive and one expected the impact to be mixed. Two respondents answered 'don't know' and one said there would be no impact on them.

Comments were invited to explain the answers given:



Although we work as a family we have 3 children and £525 is a significant amount of money to pay so that our child can access the special education they are entitled to. This is unfair and is discriminatory to him and his disability. No closer school agreed to meet his need and we feel unfairly penalised because our child has a disability. Disabilities already create such a lot of difficulties for families - this is a cost cutting exercise which is hitting the people who already have to fight for everything their children need.



My daughter attends B & P College on a foundation course. Just wanted to know, as she receives Universal credits and is on a low income, being now classed as an adult, is she waived the fee for travelling or will this be deducted from her still, Happy with amount of £525 as minimal amount compared to what have paid previously.



Understand the reasons why but financially this will have an impact.

This is the same as previous. Our son who has Down syndrome turns 19 this year and we are worried about what



will happen should we get small increases etc at our places of work. The timing of schools doesn't allow us to take him into school or fetch him so this is an essential service that we rely on. I have been offered a better job than the one I have now but if I take this will I be financially worse off and working more hours?



We would need to remove our child from education. I am a full time carer for my 19 year old daughter who has mobility issues as well as autism. Implementing a paid contribution for her taxi would not be feasible as I am a full time carer and do not claim working tax credit. Child tax credit stops this year as my daughter is 19.



It is NOT LEGAL to charge parents for transport that is needed by a young person over 18. Please see the case notes at <http://www.lukeclements.co.uk/post-19-education-transport-costs/>



It was such a great idea extending the EHCP formerly Educational Statement to 25 years to account for the impact of disability. It's a shame that you are systematically either taking it away from young people or making the whole thing worthless by withholding support.



£525 charge should not apply to special needs pupils with EHCPs attending a special needs school. The cost of an appropriate care setting to the council would far exceed the transport cost if the child was removed from the educational setting because of such charges. In these circumstances the charges should also not be measured against income levels - no one chooses to have a special needs child, especially not just because their income level is higher.

2.7 Additional comments

Respondents were asked if they would like to make any other comments or suggestions about the draft Home to School Transport Policy.



Accessibility to transport link at the times necessary to arrive in school on time would be a consideration to us. Also child is partially sighted and will be getting bus on own so the distance to get to a pickup point is also a concern if a long way.



Public transportation that allows children (either with or without parent/guardian) to get from home to school. Not all bus routes service school catchment areas within the BCP area.



I believe looking & thinking about the Environmental policy that having more electric mini buses to take more children to school would have a fantastic impact on the environment although not cost effective. However, some parents could pay for this service.



As a disabled mum, I have some days where I am able to get about and more often than not I'm not able to. I have a severe lung disease (not smoking related I do not and have never) and have a disabled badge etc as I get extremely breathless with any task and it is painful for me. I would like for children of a disabled parent to be considered for this as it would help greatly so that I don't have to panic about how I will get him to school when I am struggling, or forcing myself to which would put me in pain for the rest of the day, extremely fatigued and breathless. Why is this not included in the qualifying points made? It seems obvious to me that the children of disabled parents would be included in this scheme. Thank you for allowing me to express my concerns.



I think the entire policy should be addressed by those who are actually in the real world. We live 9 miles away and are sick to the back teeth of the ridiculous keeping on about the walk or cycle to school lark. My children couldn't walk or cycle that distance and have good schlatters so would be highly detrimental. We are not allowed transport assistance because they attend schools in Wimborne but we could have obtained it if they attended Mannorside school which was not at all suitable! Disgusting really wouldn't you agree? Alas apparently we chose to go to a school outside catchment regardless of the fact there were no places available in the school in our catchment and the ones closer refused our applications even after appeal with the same political jargon of square footage. The same with grammar school application, my son wasn't given the extra time required in the exam despite explaining his disabilities and entitlement to it. He was 5 points under, upon appeal even the head master agreed he was ideal student for the school but the age old square footage lark came into play to get around the discrimination. So it makes absolutely no odds to us what you do with your transport policies as I've had to find ways to

navigate the 180 miles per week that I have to cover to entitle my children to an education. I think though it might be wise to have sensible parents devise the policies in the future or at least guide those who generate them because seriously no one in the council appears to be realistic. We are in receipt of free school meals too but unable to utilise them because the schools don't cater for multiple allergies, yet the council can't provide vouchers instead unless it's holidays? Seriously backward.



****** also has special needs and is classed as disabled, she is unsafe to walk to school on her own or without an adult*



This policy is unfair if bpc place Any child more than 3 miles from home a bus pass or transport should be provided!



Remove the £525 charge. Drastically reduce the £525 charge.



I think public transport or minibus should be offered to each family with school aged children to help decrease fuel emissions and do the right thing for the environment...



The policy states "Children and young people with SEND or medical needs are initially assessed using the statutory distance criteria detailed at the start of this policy." This is unlawful. If a parent carer applies under the criteria of SEN, that statutory distance criteria is irrelevant (as long as it is the nearest qualifying school). This is stated in the Education Act 1996 Schedule 35B which states: " 2 A child falls within this paragraph if— (a) he is of compulsory school age and is any of the following— • a child with special educational needs; • a disabled child; • a child with mobility problems, (b) he is a registered pupil at a qualifying school which is within walking distance of his home, (c) no suitable arrangements have been made by the [F2local authority] for enabling him to become a registered pupil at a qualifying school nearer to his home, and (d) having regard to whichever of the following are relevant— • his special educational needs; • his disability; • his mobility problems, he cannot reasonably be expected to walk to the school mentioned in paragraph (b)." This criteria alone is enough for a child to be considered as eligible. There is no requirement for them to first be assessed under another criteria of which they have not applied under. Also with regards to the appeals procedure, it first states BCP will respond within 20 days, it then later states 20 working days.





One of the most detrimental would be the taking away from yr 10&11 students



I think the policy is really good and potentially offers discounted travel for students aged between 16 and 25 compared to the commercial rates.



Having our children/young adults transported to school is a godsend and I understand that transport fees need to be helped in paying, its just that families of disabled children, young adults can find the costs that you are asking can be very high and that puts added pressure on the family financially. Maybe the government should start considering where there money is best used on people in this country and not giving people free handouts to people that come into this country.



The consultation doesn't allow comments on the policy for children in years other than those mentioned. The policy should reflect the objective of the council to persuade people to shift from cars to alternatives. Consideration should be given to safety from crime and pollution, depending on the individual child and where appropriate parent or other accompanying adult's circumstance. The criteria currently being proposed only consider safety from road traffic accidents and not from other incidents such as attacks. I have personally been harassed in underpasses so avoid them, seen a child harassed by two intoxicated drug addict whilst waiting on a train platform at an unmanned station in her school uniform on the way back from school, seen drug dealing and assaults as well as being harassed myself at Poole Bus Station yet all these locations are considered safe on the criteria. I have also seen a child being approached by another child and offered money at Poole Bus Station. If a child is issued with a pass for public transport especially if to be used without the company of other children they should also be issued with a rape alarm and a tracking device. The policy should also mention that a medical certificate can be supplied if a route is medically dangerous for an individual child (etg asthma on a polluted route) or adult (particularly the many adults who are obese and so unable to walk to accompany a young child). This might provoke improvements such as benches for rest on the way and at the school gates and replacing underpasses with road crossings. Consideration should be given to the Equality Act implications

of expecting women with young children to use an underpass because of higher likelihood of attack.



I would just like to point out that I think its disgraceful the amount of money that must be spent on this type of transport. I totally understand that some people need it but there are exceptions that seem to slip through the net and are a complete waste of council money. I know of a family of FOUR children that lied on their application form about where they were living so were accepted to a school local to me. They were then housed elsewhere and had a taxi to and from school each day - probably at a premium rate charged by the taxi firm for such journeys. Why on earth just transfer the children to a nearer school to home at the end of a school year or a different nearer house to school? I know that is probably easier said than done but would save the council a lot of money - and this is only one instance. Yes, childrens needs must be taken into account but its a similar position to when children go up to secondary school and they dont always get the school they want.



I would like if there was school buses for children to all the secondary schools. It would help parents a lot with other kids dropping to primary school and secondary and jobs. As it is not possible to drop 2 kids the same time in different schools.



How will you support families who cannot afford the annual fees?



Some families and their situations should be taken on individual circumstances. We, for example, are stuck in a rut until our children are old enough and wise enough to make their own way home. We have made good recommendations and suggestions to the council and even had appeal meetings about our situation but no room is given as the solutions we proposed don't fit within the criteria and box written in the script of the council. This leaves us living on benefits, not progressing in life and being worried sick about the slightest change that may come into affect that will unravel our already tight and fragile situation



Should not be penalised for working hard families but support in place for all adult disability within the BCP Council whichever criteria the family meets.

Whilst I do recognise the need to make savings on transport costs I feel that you have unfairly discriminated against those



families who do not claim working tax credit but have a young person who cannot walk to college or manage public transport through a disability. Surely this is discriminating against those with disabilities whose parents are carers for them.



It is NOT LEGAL to charge parents for transport that is needed by a young person over 18. Please see the case notes at <http://www.lukeclements.co.uk/post-19-education-transport-costs/>



Utterly disgusting. This is a cost-saving move and it will affect most families who currently have transport allocations. Hardly a 'minority'.



I agree with the draft changes to the Home School Transport Policy



Q37 below, and the rest of the policy/questions ignore the impact of special needs students on siblings and parents/carers. Whilst I understand the policy covers a multitude of scenarios, you either need separate criteria or additional qualifying criteria to apply to special needs students attending special needs school who have EHCPs. If parents/carers removed students from special needs schools and put them in closer mainstream schools because of this policy, those schools would not cope and costs would rise to BCP. Alternatively if the child was removed from an educational setting at 16 because of this policy the council would need to provide appropriate care settings outside of an educational setting at additional cost.



My children do not have special needs but we are on a low income receiving child tax credits and housing benefit, they get free school meals. They rely on the school buses to get to school as we cannot afford to drive or have a car and also the schools are not in walking distance as they attend the grammar schools which I worked really hard to get them into by sitting and tutoring them myself. They currently receive free school bus passes for the school bus 415 and also 450 and my 16 year old gets £15 per week to buy tickets which actually is no where near enough to cover the costs so actually needs to be increased. Please can you ensure that you do not scrap the allocation of funding for 16 plus bus money. Also please can you make sure that an eligible criteria for free school bus tickets is still families on low incomes otherwise I don't know how I am going to get 3 of my children

to school and I am very concerned about this. Please feel free to call me to discuss thank you



Please elaborate why these changes introduced ? Also explain any alternative if wanted to avoid transport costs for family

2.8 Equalities and human rights

The survey asked if there were any positive or negative impacts of these proposals that BCP should take into account in relation to protected groups under the Equality Act 2010. The question also asked for supporting information and suggestions for how negative impacts could be reduced or removed. The following responses were received:



No negatives I just think there are more children in need of this service than you are allowing.



Yeah right to education



I think the families who are already struggling to make ends meet should get free transportation..



Cause more mental health issues in children in yr 10&11



Although we work as a family we have 3 children and £525 is a significant amount of money to pay so that our child can access the special education they are entitled to. This is unfair and is discriminatory to him and his disability. No closer school agreed to meet his need and we feel unfairly penalised because our child has a disability. Disabilities already create such a lot of difficulties for families - this is a cost cutting exercise which is hitting the people who already have to fight for everything their children need.



See previously. Also, all groups protected under the Equality Act are at higher risk of assault and being victims of crime generally. Hence the policy failing to take into account the safety of a route from a street crime point of view is discriminatory as it has a higher effect on these groups. The health needs of many of these groups can be higher than for

the general population, so again the policy should point out the potential for individual medical circumstances of children and where appropriate, accompanying adult can be taken into account in assessing the walked route for safety. Bike buses and walking buses could be provided to tackle the issue of safety for children walking. This requires clarification on whether the organisers are covered by BCP's insurance policy in the event of a claim against them. It is something which may have got lost in translation as various schools have become academies, and consideration could be given to putting in a place a policy across BCP to cover all organisers of official bike and walking buses.



Should be school buses much cheaper.



Human needs should be taken into account yes, but also life can be hard and everyone's needs should be taken into account not just some



My children didn't grow up in Europe so public transport is foreign to them (and us as parents). My daughter is expected to travel for over 80 minutes on two buses and walking in the dark to get to and from home. The council has said their job is done with regards to transport assistance as they have provided her a bus pass. She can't use the bus and also has PTSD due to growing up in a country with very violent crime statistics so is not able to walk alone on roads. We lost the appeal for any changes and assistance to our situation so are stuck driving three hours a day to get our children to and from their places of education. We did select schools much closer to our home and have had their names down for almost two years but still no movement. The council and schools decided on the schools further away from home.



Yes, this is a complete disregard for disability rights. Our daughter's right to reach her academic potential is being jeopardised simply because she needs to attend a specialist school which she cannot walk to or travel by public transport to. We cannot afford to pay for her transport and yet do not claim working tax credit because we are her full time carers.



I think you should stop the amelioration of augmentative support for those with disabilities. You are helping to institute a situation of sheer discrimination towards those in our

society who are less fortunate than others (something the SENDA Act 2001 was designed to counterbalance). "The Act introduces the right for disabled students not to be discriminated against in education, (or) training....including further and higher education institutions and sixth form colleges."



I think it reads fair and equitable and is not discriminatory as it's one policy for all.



You should summarise the requirements if you want people to reply to this question, or provide a statement from a councillor that this has been considered any they believe the policy complies.



Families on low incomes cannot afford the price of the bus fare to get their children to school, there is no other option of school for my children as 2 of them are currently at the grammar schools and I have another starting in September and I am now worried I can't actually get her there as we can't afford a car or to learn to drive



Yes, it will impact negatively as further education of sen children is very tricky and these changes will help it's complexity.

3 Respondent profile

The survey asked a number of questions about the personal characteristics of both the respondent and of their children, since it is the children that are the service users. It should be noted that some respondents have more than one child so there are more children than respondents, not all of whom are currently eligible for home to school transport.

Table 2: Respondent type

Are you responding as: (Select all that apply).	Count
A parent or carer of a child currently at school who receives home to school transport assistance	25
A parent or carer of a child currently at school who does not receive home to school transport assistance	24
A parent or carer of a child who will start school from September 2022	20
A child who attends school and receives home to school transport assistance	2
A child who attends school but does not receive home to school transport assistance	10
A member of staff in school	2
A member of staff in a local authority, for example Social Worker	2
A BCP Council resident	24
A charity/support group/organisation (please select and write in below)	-

Table 3: Respondent location

Where do you live? Select one only	Count
Bournemouth	44
Christchurch	6
Poole	21

3.1 Respondents

Table 4: Respondents' personal characteristics

Characteristic	Category	Count
Age	Under 16	3
	16 - 24 years	-
	25 - 34 years	13
	35 - 44 years	25
	45 - 54 years	22
	55 - 64 years	9
	65 -74 years	-
	75 - 84 years	-
	85+ years	-
	Prefer not to say	-

Sex	Female	59
	Male	7
	Prefer not to say	3
Gender identity same as sex?	Yes	64
	No,	-
	Prefer not to say	5
Sexual orientation	Straight / Heterosexual	53
	LGB / Other	2
	Prefer not to say	13
Disability	Yes - limited a lot	10
	Yes - limited a little	6
	No	46
	Prefer not to say	7
Ethnicity	White British	45
	Other white	13
	Black / Asian / Mixed / Other	3
	Prefer not to say	9
Religion	No religion	21
	Christian	37
	Any other religion	3
	Prefer not to say	8

3.2 Children

Table 5: Children's characteristics

Characteristic	Category	Count
School type	Pre-school	14
	Primary	50
	Middle	12
	Secondary	34
	Post 16	11
	Post 19	10
New school in September 2022?	Yes	49
	No	50
Currently receiving Home to School Transport?	Yes	32
	No	84
Sex	Female	56
	Male	65
	Prefer not to say	11

Support	SEND Support	14
	Education, Health and Care Plan (EHCP)	35
	None	82
Disability	Yes - limited a lot	24
	Yes - limited a little	23
	No	71
	Prefer not to say	10
Ethnicity	White British	91
	Other White background	21
	Other ethnic group	1
	Prefer not to say	17
Religion	No religion	54
	Christian	57
	Other religion or belief	3
	Prefer not to say	14

This page is intentionally left blank

Cabinet



Report subject	Cemetery Regulations and Cemetery Fees Harmonisation for BCP Council Cemeteries
Meeting date	22 June 2022
Status	Public
Executive summary	<p>BCP Council are the Burial Authority responsible for the proper management, regulation, and control of all its owned and managed 9 cemeteries across the 3 towns as governed by The Local Authority Cemetery Order (LACO)1977.</p> <p>Following the formation of BCP Council under Local Government Reorganisation in April 2019, all 9 cemeteries remain governed by 3 separate legacy Rules and Regulations adopted by the then councils of Bournemouth, Christchurch, and Poole.</p> <p>Each set of these Rules and Regulations have variances in how the cemeteries are managed. The legacy Rules and Regulations are now out of date with best practice and industry regulation having changed since their adoption by the legacy councils.</p> <p>Harmonisation of the Rules and Regulations will lead to a more efficient and effective operation of all cemeteries that are compliant with industry standard best practice and conform to statutory guidance provided in the LACO.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <ul style="list-style-type: none"> a) Cabinet recommends the adoption by Council of the harmonised and updated Cemetery Rules and Regulations for all nine cemeteries to be adopted from 01 September 2022. b) Cabinet recommends the adoption by Council of the harmonised cemetery fees for all nine cemeteries to be adopted from 01 September 2022.

Reason for recommendations	Provide harmonised and updated industry best practices for the management, regulation, and control of all of BCP Council's 9 cemeteries outlining accepted behaviours and to assist with the more efficient use of resources.
----------------------------	---

Portfolio Holder(s):	Councillor Mark Anderson
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Liz Hall, Bereavement, Coroners & Mortuary Manager Andy McDonald: Head of Parks & Bereavement Services
Wards	Council-wide
Classification	For Decision and Adoption

Background

1. BCP Bereavement Care currently manage and operate nine cemeteries:

Cemetery Name	Location
Branksome Cemetery	Upper Road, Branksome, Poole BH12 3EN
Broadstone Cemetery	Dunyeats Road, Broadstone, Poole BH18 8AF
Parkstone Cemetery	Elgin Road, Parkstone, Poole BH14 8RD
Poole Cemetery	Old Farm Road, Poole BH15 3LN
North Cemetery	Strouden Avenue, Bournemouth BH8 9HX
East Cemetery	Gloucester Road, Bournemouth BH7 6JB
Kinson Cemetery	South Kinson Drive, Bournemouth BH11 8AA
Wimborne Road Cemetery	Wimborne Road, Bournemouth BH3 7AB
Christchurch Cemetery	Jumpers Road, Christchurch BH23 2JU

2. The service also has responsibility for maintaining 8 closed parish cemeteries across BCP Council that sit outside of the Cemetery Rules and Regulations governed by LACO 1977.
3. The councils serving Bournemouth and Poole have been providing burial services since 1878 with Christchurch providing burial services since 1858.
4. There is no statutory duty on a local authority to provide burial services but if they do so, the management is governed by the Local Authorities' Cemeteries Order 1977 (LACO). Local authorities are defined as burial authorities and given the power to provide services by virtue of the Local Government Act 1972.
5. Local authorities have a legal duty to maintain cemeteries for 75 years after closure to new burials.

6. Within the BCP conurbation 88.5% of funerals undertaken are cremation, with 11.5% opting for burial.
7. Burial numbers in the last three years:

2021	2020	2019
706	507	524

8. Based on current burial demand data BCP Council has sufficient burial space for 12 years. It is however acknowledged as principally available within Bournemouth. Poole and Christchurch are critically low on available new grave space with scoping work being undertaken to source options for additional land for burial use to extend the burial capacity for both Poole and Christchurch, the findings of this work will come forward in a future cabinet paper. Poole's cemeteries are now closed to new 'virgin' grave purchases with only a limited number of reclaimed graves offered. Christchurch is currently closed to new grave purchases pending investigation and verification of burial records with the possibility of up to 100 new grave spaces being offered in the future.

Summary of BCP Cemeteries Rules & Regulations 2022

9. Cemeteries Rules and Regulations are a statutory requirement governed by the Local Authority Cemetery Order (LACO)1977, in which guidance on their content is issued on a regular basis.
10. They are also influenced by current legislation in respect to the disposal of human remains and environmental legislation, along with guidance issued by the Institute of Cemeteries and Crematorium Management. Feedback from funeral directors and members of the public has also been taken into consideration.
11. The rules and regulations are further underpinned by guidance and policies developed by the Bereavement Care team to guide applicants through the process of obtaining permissions to undertake a range of activities within the cemeteries.
12. They aim to give guidance to both funeral providers and the public:
 - a. On the legal framework and documentation that must be complied with for a burial to proceed
 - b. The types of burial permitted within current legislation
 - c. The burial processes, coffin construction and materials, the number of burials permitted within a grave, the depth of graves and their subsequent re-instatement.
 - d. Types of grave ownership, rights of ownership and their transfer,
 - e. The types & size of memorials permitted, types of constructions permitted, the materials used, permitted inscriptions, and their future maintenance responsibilities.
 - f. The general behaviour expected when using a cemetery, which cover topics such as anti- social behaviour, commercial activity & soliciting, sustainability, vehicle movements, control of dogs and filming.

13. They also aim to remove some customs & practices that have developed over time that would not comply with current LACO guidance.
14. A harmonised set of rules and regulations once adopted will enable BCP Council to align processes, procedures and documentation, whilst enabling BCP Bereavement Care to offer an aligned set of burial fees and service charges.

Summary of financial implications

15. Cremation fees, chapel fees and additional services have already been harmonised across BCP Council and implemented from 01 September 2021. Cremations remains the primary source of income for Bereavement Care in which direct cremation fees had previously been adjusted downwards in response to market forces and formed part of the adopted Bereavement Business Case 2021-2026.
16. Burial fees within legacy Poole & Bournemouth had previously been aligned with each other and are based on current market forces, service cost recovery and demand for burial within individual cemeteries.
17. Legacy Christchurch fees have been historically much lower, with differing purchasing and burial criteria, preventing the full cost recovery of facilitating burials and the ongoing cost of maintaining the cemetery. There remains very limited capacity within this cemetery for any new grave purchases from which to recover any future costs.
18. The limited number of available new burial spaces within Christchurch and Poole means that an increase in burial fees will not yield a significant increase in income. The proposed adoption is primarily focused on ensuring services and charges undertaken by BCP Bereavement Care are fair across all our residents.
19. Within Poole & Christchurch burial income is derived primarily from additional burials within previously pre-purchased graves. The lease agreements for these graves determines what additional fees can, if any, be charged for any subsequent burials. This is especially the case within Christchurch cemetery.
20. The adoption of the Cemeteries Rules & Regulations is unlikely to realise any material increase in income, although in Christchurch where burials take place the cost of the burial will be recovered and therefore not result in the small pressure the service currently experiences.
21. A new harmonised set of cemetery fees is proposed within appendix 2: Proposed Cemetery Fees 2022.

Summary of legal implications

22. There is no statutory duty on a local authority to provide burial or cremation facilities, but in doing so, they are governed by the Local Authorities' Cemeteries Order 1977 and the Cremation Regulations 2008. Local authorities are defined as burial authorities and/or cremation authorities and given the power to provide services by virtue of the Local Government Act 1972.
23. There is a statutory duty under the Public Health (Control of Diseases) Act 1984 to make funeral arrangements for a person who has died within the boundary lines of the authority where relatives are unwilling or unable to pay or where relatives cannot be found.

Summary of human resources implications

24. It is anticipated that a restructured Bereavement Care Service which will include cemetery operations will be fully utilised to deliver the cemetery service. The cemetery operations team will be made up of existing staff with the appointment of additional staff to fill vacant and new posts proposed under the new structure – within current resource levels.
25. The plan will result in the harmonisation and rationalisation of the cemetery service across BCP Council further enhancing the holistic service delivery of BCP Bereavement Care.

Summary of sustainability impact

26. An Interim Decision Impact Assessment is provided in Appendix 3.

Summary of public health implications

27. The adoption of a new set of Cemetery Rules and Regulations and the harmonisation of cemetery fees continues to enhance and support the work that BCP Bereavement Care undertakes within the community in delivering a range of services, which provides essential care and support in making essential arrangements for families at their time of need and beyond.

Summary of equality implications

28. A full Equality Impact Assessment has been undertaken.
29. No key significant impacts have been identified, by adopting a harmonised Cemeteries Rules and Regulations the service can ensure it treats all users fairly and equally.

Summary of risk assessment

30. The adopted regulation of Christchurch Cemetery has fallen behind industry best practice and regulation relating to monumental stone masonry work carried out, the practice of grave purchases and grave ownership transfers. This if left unchanged has the potential to lead to challenges being made to the Council. Having a clear, updated and harmonised set of Rules and Regulations will lead to a more efficient and effective cemetery service that is compliant with regulation in all areas of its service delivery now and in the future.
31. Christchurch's cemetery fees are not aligned with the cost of delivering the service and are set significantly lower than that of Bournemouth and Poole.

Background papers

32. None.

Appendices

33. Appendix 1: BCP Council Cemetery Rules and Regulations for its Cemeteries.
34. Appendix 2: BCP Bereavement Care Crematorium & Cemetery Fees & Charges 01/09/2021.
35. Appendix 3 Interim Decision Impact Assessment

This page is intentionally left blank

BOURNEMOUTH, CHRISTCHURCH AND POOLE
COUNCIL

CEMETERY

RULES AND REGULATIONS

These Rules and Regulations are made by the Bournemouth Christchurch and Poole Council (BCP Council), acting as the Burial Authority for the proper management, regulation and control of its cemeteries.

BCP Bereavement Care Office

BCP Bereavement Care Office

BCP Council

North Cemetery

Bournemouth

Dorset

BH8 9HX

Tel: 01202 123111 / 01202 128111 Email: bereavementcare@bcpcouncil.gov.uk

www.bcpbereavementcare@bcpcouncil.gov.uk

The office is open to public enquiries:

Monday to Friday 11am – 3pm

The office is closed on Saturdays, Sundays and Public Holidays.

Cemetery Opening Times

Summer (1st April to 30th September)

Monday to Sunday 9am – 7pm

Winter (1st October to 31st March)

Monday to Sunday 9am – 5pm

The Cemetery will be open to the public 365 days a year.

1 Interpretation of Terms

1. 'Cemetery' means any cemetery managed and controlled by BCP Council.
2. 'Cemetery Sexton' means that person for the time-being holding the office as appointed by BCP Council or the person who shall be acting for them in their absence and who is based at the Cemetery.
3. 'BCP Council' means the Council of Bournemouth, Christchurch and Poole.
4. 'Burial Authority' means the Council of Bournemouth, Christchurch and Poole.
5. 'The Office' shall, unless otherwise stated, be the office of BCP Bereavement Care, North Cemetery, Strouden Avenue, Bournemouth, Dorset BH8 9HX.
6. 'Exclusive Right of Burial' means the right granted to any person or persons approved for a burial to take place within a grave purchased for an agreed lease period.
7. 'Lease Period' means the length of time agreed on the Exclusive Right of Burial granted.
8. 'Public Grave' means a grave space wherein the Exclusive Right of Burial has not been granted and resides with the Burial Authority with no memorial or headstone in place.
9. 'Purchased Grave' means any earthen grave, the Exclusive Right of Burial wherein has (subject to these Regulations) been granted by BCP Council.
10. 'Unpurchased Grave' means any earthen grave, the Exclusive Right of Burial wherein resides with BCP Council.
11. 'Traditional Grave' means a grave located within the designated section of the cemetery allowing the installation of a kerbset in addition to any other memorial on a purchased grave.
12. 'Lawn Grave' means a grave located within the designated section of the cemetery allowing the installation of a single memorial on a purchased grave.
13. 'Memorial' means any approved memorial installed on a purchased grave, commissioned and paid for by the family.
14. 'Commemorative Memorial' means the purchase of a memorial offered by BCP Council on a contracted basis that complies with the listed terms and conditions of that contract.
15. 'Arranger(s)' means the person or persons such as a funeral director appointed by the family to make the arrangements for burial on behalf of the applicant for burial.

16. 'Burial' means the permanent final resting place of a deceased person as a full coffin burial or as a burial of cremated remains.

DRAFT

Table of Contents

BCP Bereavement Care Office	2
Cemetery Opening Times	2
1 Interpretation of Terms	3
Table of Contents	5
2 Introduction	7
3 Burials	7
3.1 Hours of burial	7
3.2 Where burials are allowed	7
3.3 Selection of grave space	8
3.4 Booking of burials	8
3.5 Notice of burial	8
3.6 Notice of burial of cremated remains	9
3.7 Certificate of disposal	9
3.8 Payment of burial fees	9
3.9 Resident and non-resident burial fees	9
3.10 Timings of burials	9
3.11 Exclusive right of burial (grave purchase)	9
3.12 Prepurchase of grave space	10
3.13 Reclaimed grave	10
3.14 Rights of ownership	10
3.15 Extension of lease periods	11
3.16 Unpurchased or public graves	11
3.17 Fees and charges	11
4 Burial Procedures	11
4.1 Digging of graves	11
4.2 Coffin construction and materials	11
4.3 Number of burials in a grave	11
4.4 Depth of graves	12
4.5 Officiants	12
4.6 Disturbance of human remains	12
4.7 Grave re-instatement	12
4.8 Burials in vaults or brick graves	12

5	Memorials	13
5.1	Approval of memorials	13
5.2	Installation of approved memorials	14
5.3	Inscribed names	14
5.4	Traditional graves	14
5.5	Lawn graves	14
5.6	Landings	14
5.7	Markings on memorials	14
5.8	Removal of memorials	15
5.9	Condition of memorials	15
5.10	Marker tablets	15
5.11	Temporary markers	15
5.12	Damage to memorials	15
5.13	Working on memorials in the cemetery	16
5.14	Expiration of exclusive right of burial	16
5.15	Vases and commemorative plaques	16
5.16	Grave maintenance	16
6	General	17
6.1	Offences	17
6.2	Exclusion of persons from the cemetery	17
6.3	Unruly behaviour in the cemetery	17
6.4	Commercial activity	17
6.5	Environmental sustainability	17
6.6	Control of vehicles	18
6.7	Children	18
6.8	Control of dogs	18
6.9	Photographs and filming	18
6.10	Litter	18
6.11	Soliciting orders	18
6.12	Demonstrations	19
6.13	The Commonwealth War Graves Commission (CWGC)	19
6.14	Power to make alterations to the regulations	19
6.15	Extent of regulations	19

2 Introduction

The municipal cemeteries located within the conurbation of Bournemouth, Christchurch and Poole are managed in accordance with the Local Authorities' Cemeteries Order 1977 under which burial authorities are responsible for maintaining statutory burial registers and grave plans, establishing rules and regulations relating to the management of the cemeteries and the memorials permitted with them and setting fees for burials and memorials. The regulations include the statutory requirements contained within the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977 together with any other relevant legislation that governs this service.

The cemeteries covered by these regulations are:

Cemetery Name	Location
Branksome Cemetery	Upper Road, Branksome, Poole BH12 3EN
Broadstone Cemetery	Dunyeats Road, Broadstone, Poole BH18 8AF
Parkstone Cemetery	Elgin Road, Parkstone, Poole BH14 8RD
Poole Cemetery	Old Farm Road, Poole BH15 3LN
North Cemetery	Strouden Avenue, Bournemouth BH8 9HX
East Cemetery	Gloucester Road, Bournemouth BH7 6JB
Kinson Cemetery	South Kinson Drive, Bournemouth BH11 8AA
Wimborne Road Cemetery	Wimborne Road, Bournemouth BH3 7AB
Christchurch Cemetery	Jumpers Road, Christchurch BH23 2JU

3 Burials

3.1 Hours of burial

The hours during which burials may take place are as follows:

Monday to Thursday	9.30am – 3pm
Friday	9.30am – 2.30pm
Saturday	9.00am and 10.30am

No burial can take place other than between these times, except with special permission of BCP Council.

For any burials booked outside these times an additional charge will be levied.

Burials will not be permitted to take place on Sundays, Christmas Day, Good Friday or Public Holidays.

3.2 Where burials are allowed

Burials will only be allowed in the ground laid out for burial as shown on the plan of the Cemetery.

3.3 Selection of grave space

The selection of any grave space for either an immediate interment or a reserved grave shall be subject to the approval of BCP Bereavement Care and shall be consistent with BCP Bereavement Care's general plan for the Cemetery, although the wishes of applicants will be met so far as is practicable.

3.4 Booking of burials

The initial booking will be accepted by telephone [or online through the funeral director's online diary portal]. The Notice of Burial Form must be submitted to the Bereavement Care Office at least 3 clear working days prior to the burial taking place. The only exception to this rule will be the consideration of immediate burial for religious reasons where it is practical to facilitate.

3.5 Notice of burial

All written Notices of Burial shall be delivered to the BCP Bereavement Care office during normal office hours and at least three working days prior to the burial taking place.

All Notices of Burial must be given in writing on the printed forms supplied by BCP Bereavement Care applicable at the time and the requirements must be clearly and completely stated on the form.

A Notice of Burial must contain the following particulars:

- The forename and surname, last place of resident, age, date and place of death of the person to be buried;
- The day, date and time of the intended burial;
- The Cemetery in which the burial is to take place and the grave number;
- The name and address of the person who is to officiate;
- The name and address of the funeral director, if one has been appointed;
- The name, address and signature of the legally registered grave owner(s) thus providing their consent for the burial to take place;
- The length, width and depth of the coffin or casket to be used for the burial, and the shape of the coffin;
- The name, address and contact telephone number/email of the applicant for burial and relationship to the person being buried.

BCP Bereavement Care will not accept responsibility for the accuracy of the details contained within the Notice of Burial.

3.6 Notice of burial of cremated remains

These Rules and Regulations shall apply to the intended burial of cremated remains in the Cemetery in the same way as they apply to burials.

Cremated remains are not permitted to be scattered on top of any purchased or unpurchased grave or within any part of the Cemetery.

3.7 Certificate of disposal

The Certificate of Disposal issued by the Registrar of Births and Deaths or an Order of the Coroner must be delivered to the Bereavement Care Office at least 72 hours prior to the burial being allowed to take place. A written declaration made on the official form by the person arranging the funeral, that the certificate of the Registrar or an Order of the Coroner has been issued in respect of the deceased, can be provided subject to acceptance from the Registrar for Burials in order to permit the burial to proceed notwithstanding that the Certificate or Order has not been previously delivered to the Office. In the case of a still-born child, the Certificate or Order must be delivered to the Bereavement Care Office prior to the burial taking place. A written declaration will not be accepted in this instance.

3.8 Payment of burial fees

All appropriate fees for burial shall be paid in full to BCP Council at the time the Notice of Burial is submitted.

The only exception to this rule will be for those 'arrangers' having a pre-approved account arrangement where the burial fee will be invoiced within 7 working days following the date on which the burial has taken place. Payment in these circumstances can be made by the arranger 30 days following receipt of a formal invoice by a BACS transfer, cheque or credit/debit card. Cash payment on invoice or transaction amounts of more than £xxx will not be accepted.

3.9 Resident and non-resident burial fees

Double fees will be charged for the interment of persons not normally resident within BCP Council and will apply to all other fees connected with the grave, with the exception of grave maintenance fees. Double fees will apply where any person who did not have their primary residency within Bournemouth, Christchurch or Poole in the 5 years leading to their death.

3.10 Timings of burials

The time of the burial will mean the time when the funeral cortege shall arrive at the Cemetery Chapel (if booked) or the graveside for bookings where the coffin or casket is to be taken directly to the grave. No burial shall take place within 60 minutes of the time for which a separate burial booking has been arranged in any one of the Cemeteries.

3.11 Exclusive right of burial (grave purchase)

When purchasing the Exclusive Right of Burial in a grave space a Deed of Grant will be issued by the Bereavement Care Office to the person by whom the Exclusive Right of Burial is purchased and such person shall be registered by BCP Bereavement Care as the owner of the same. The Deed of Grant will grant the Exclusive Right of Burial in a grave space for a maximum period of 50 years. Wherever possible the Deed of

Grant should be produced whenever a burial takes place. No grave in which the Exclusive Right of Burial has been purchased shall be opened without the written consent of the registered holder of the Exclusive Right of Burial or their legal representative.

Only individuals intending to use the grave for intended burial of their family members or friends or a legally appointed Executor can proceed with the purchase of Exclusive Right of Burial. Only single grave purchases will be permitted at any one time. No bulk purchasing of grave spaces will be permitted by individual persons or representatives. Single or bulk purchase of graves by funeral directors/arrangers or religious or non-religious faith group representatives for later allocation to their group members or families they represent will be permitted.

3.12 Prepurchase of grave space

Where identified sufficient grave space is available within the Cemetery the pre-purchase of a new grave will be permitted. Where grave space is at a premium, no pre-purchase will be permitted within the Cemetery with purchases only permitted where burial is anticipated to take place within three weeks of a booking being made and confirmed.

3.13 Reclaimed grave

Reclaimed graves are offered for purchase in all Cemeteries and are subject to the conditions of regulation 2.10 above.

3.14 Rights of ownership

A transferred Rights of Ownership to a grave is only valid if it has been registered and agreed by the Bereavement Care Office. It is advisable that once the grave owner has been buried within the grave, the family or legal next of kin make arrangements for the legal transfer of ownership. This will avoid delays at point of need for burial and further distress being caused to the family. No further burial, burial of cremated remains, additional inscriptions on grave memorials or installation of new grave memorials will be permitted until entitled ownership has been established and a legal transfer of ownership has taken place with the new owner thus providing their written consent.

In cases where the original purchaser is deceased, the new owner must demonstrate entitlement to ownership of the grave by producing:

- A valid Will and Last Testament of the original purchaser;
- Registered Grant of Probate;
- Letters of Administration, or
- In the absence of the above, a completed Statutory Declaration witnessed by a Commissioner of Oaths or a Solicitor registered to do so.

A fee is charged for processing the transferred Rights of Ownership to a grave by BCP Bereavement Care which must be paid at the time the transfer of ownership is executed. All paperwork relating to the transfer

of ownership will be retained by the Bereavement Care Office for the remaining lease period of the originally purchased Exclusive Right of Burial.

3.15 Extension of lease periods

Extension of remaining grave lease periods will be permitted. Extended periods can only be purchased by the registered purchaser or owner of the grave. Extensions will only be permitted up to a maximum of 50 years. For example, if 20 years have expired on the original purchased lease period, then a 'top up' of a maximum of 30 years will be permitted. Fees for the purchase of extended leases will be calculated on the published fee on a pro-rata basis.

3.16 Unpurchased or public graves

Unpurchased graves acquire no rights, all rights being vested in BCP Council. All unpurchased graves will be dug to accommodate two interments which may be of persons unrelated. No memorials are permitted on unpurchased grave spaces.

3.17 Fees and charges

All fees and charges are payable to BCP Council for burials and other Cemetery services and can be obtained by either downloading from the website: www.bcpbereavementcare.co.uk or by emailing the BCP Bereavement Care Office: bereavementcare@bcpcouncil.gov.uk

4 Burial Procedures

4.1 Digging of graves

No grave shall be dug, excavated or back-filled except by persons appointed or employed by BCP Council only.

4.2 Coffin construction and materials

Coffin construction and materials approved by the Funeral Furnishings Manufacturing Association (FFMA) are only permitted for burial within the Cemeteries. In view of the national and international focus being given to climate change and to safeguarding the environment, BCP Council encourage the use of biodegradable coffins which have less impact on the local environment and in some cases a reduced carbon footprint in their manufacture. American-style full caskets are permitted but due to their size requiring a larger burial area than the standard allotted burial space, a double burial fee will be charged. Metal caskets will not be permitted within the Cemetery.

4.3 Number of burials in a grave

A grave space subject to the Exclusive Right of Burial may normally be expected to allow one (single depth), two (double depth) or three (triple depth) burials. However, soil or ground conditions may occasionally dictate otherwise in which case a lesser number of burials will be authorised. BCP Council will not accept liability or responsibility in any way should the number of burials authorised for a grave space be less than the number proposed or intended by the owner at the time of purchase.

4.4 Depth of graves

Graves will be made level with the surrounding ground level and no raised mounds will be permitted. The first burial (with exception of Jewish graves and graves set aside for the burial of cremated remains or children's graves) shall be at a depth of not less than 2700mm (9ft). Subsequent burials shall be at a depth of not more than 2100mm (7ft) and 1500mm (5ft). Successive sets of cremated remains shall be at the same depth as each other to a maximum of 6 sets at each level in a full grave and a maximum of 4 sets in a cremated remains grave. When a grave has reached its capacity on coffin burials, cremated remains may be buried at a depth of 1200mm (4ft). Once cremated remains have been buried at a depth of 1500mm (5ft), no further burial of coffins will be permitted if there is coffin capacity remaining. The coffins in the grave must be separated by means of a layer of earth not less than six inches in thickness with no less than 3ft of earth below the level of any ground adjoining the grave.

Whenever a burial has taken place, except in a vault, the surface shall be covered and grass-seeded unless approved planting is to be undertaken or a memorial is to be installed. BCP Council reserves the right to prune, cut down or dig up and remove any shrubs, plants or flowers at any time, when in their opinion, they have become unsightly, overgrown or necessary for the purpose of allowing the grave to be re-opened to receive a further burial, or to allow access to a nearby grave.

4.5 Officiants

Burials may take place with or without a religious or non-religious service. It is the responsibility of the burial arranger to make any necessary arrangement for a religious or other person authorised to officiate at the burial.

4.6 Disturbance of human remains

Once a person has been buried it is unlawful to remove or disturb the body without lawful authority to do so. When any grave space is re-opened for the purpose of carrying out a further burial, no person shall disturb any human remains buried therein or remove from there any soil.

4.7 Grave re-instatement

When a burial has taken place it will take between six to 12 months for the ground to settle. During this time the grave will be levelled with top soil by BCP Council as and when required and re-seeded upon levelling. Following the back-filling of the grave, BCP Council will undertake a 10-day and 6-month grave check to ensure the grave is in good order prior to any memorial installation that may take place.

4.8 Burials in vaults or brick graves

Following the burial of a body in a vault, BCP Council shall ensure within a period of 2 hours that the coffin be wholly and permanently embedded in and covered with a layer or layers of good cement concrete, not less than 150mm in thickness or to be wholly and permanently enclosed in a separate cell or receptacle constructed of slate or stone flagging not less than 60mm in thickness, properly jointed in cement, or of good brickwork in cement.

Materials for vaults shall be conveyed into the Cemetery under the direction of BCP Council's Cemetery Team in order to reduce risk of damage to Cemetery property and injury to persons in line with the Construction (Design & Management Regulations) 2015.

No new vault or brick grave will be permitted within the Cemetery.

5 Memorials

5.1 Approval of memorials

No memorial shall be installed or placed on any grave within the Cemetery or any inscription or subsequent or additional inscription made without the Council's written approval. All applications must be made to the Council on the appropriate memorial application form. The exact dimensions of the memorial and the proposed inscription is to be provided on the appropriate memorial application form. Any subsequent or additional inscription to an existing memorial must also be submitted for approval to the Council. All memorial applications will incur a memorial fee payable to BCP Council at the time of submission.

Memorial application forms can be obtained from the BCP Bereavement Care Office or downloaded from the BCP Bereavement Care website and once completed will contain details of:

- The name and address of the applicant for the memorial
- The name of the last person buried in the grave;
- The name of the cemetery and grave number;
- The written consent of a living registered grave owner or owners;
- The name and address of the appointed stonemason and/or fitter;
- The BRAMM/NAMM registration number of the appointed stonemason or fitter;
- A drawing of the proposed memorial containing all dimensions;
- The type of materials to be used for the proposed memorial;
- The full inscription to be used for the proposed memorial.

Memorials will only be approved and permitted by BCP Council on purchased graves once a burial has taken place within that grave and with the written consent of the registered grave owner.

The charge for a burial in a public grave does not include any right or privilege other than a right of burial in a public grave selected by the Council. No memorial of any kind will be allowed upon a public grave, and nothing shall be placed upon such a grave without the consent of the Council.

All memorials shall be of natural materials. Any other material will only be permitted with the consent of the Council with the doubling up of burials fees to be levied in such circumstances where a coffin made of metal or other un-natural material is consented to by the Council.

5.2 Installation of approved memorials

The installation of approved memorials will be under the direction of the Council and in accordance with British Standards 8415:2018 and any subsequent changes thereof for the fitting and installation of a memorial on a purchased grave.

Only a stonemason or fitter registered with the British Register of Accredited Memorial Masons (BRAMM) or the National Association of Memorial Masons (NAMM) will be permitted to install a memorial within the Cemetery.

Once approved, and payment thereof received, a permit for installation will be issued by the Council to the appointed stonemason or fitter. Any memorial installed or any work executed without such permission or which does not fully comply with the terms of the permit may be removed by the Council at its discretion and at the expense of the grave owner.

5.3 Inscribed names

The name as given on the Registrar's Certificate of Disposal or Coroner's Order for Burial will be permitted on the proposed memorial. Any other name by which a deceased person was generally known may be allowed in parenthesis subject to all applications being approved by the Council. Should any question arise on the appropriateness of any plan or inscription for any proposed memorial for the consecrated and/or faith group sections of the Cemetery, shall be referred to and determined by the Lord Bishop of the Diocese and other leading faith group leaders.

5.4 Traditional graves

Within each Cemetery is a designated Traditional section. Kerbing around or entombing of grave spaces will only be permitted on graves allocated to a traditional grave section within the Cemetery. Kerbing must include the whole site with dimensions being as outlined in the memorial application form approved. The same applies to a plot set aside for the burial of cremated remains. Crazy paving or wooden post fencing will not be used as kerbing for graves unless enclosed fully by appropriate kerbing in place.

5.5 Lawn graves

Within each Cemetery is a designated Lawned section. It is an absolute requirement that no item other than a single approved memorial shall be placed upon the actual grave space located within a lawned section of the Cemetery. Additional items such as bedding plants, glass vases, flower bases, marble fonts, wooden crosses, kerbing or any other item that may denote the grave boundary or restrict the maintenance of the area will not be permitted. If any such item is placed upon the grave it will be removed by the Council without notice.

5.6 Landings

Landings will not be permitted above ground level on any grave within the Cemetery.

5.7 Markings on memorials

To comply with British Standards 8415:2018 all new memorials shall have a clearly indicated line across the front or back indicating the depth the memorial should be placed below the surface of the ground and is to

include the grave number (and section) clearly and conspicuously engraved upon the base. All new memorials must have the stonemason's name clearly inscribed on it in letters no larger than ¾" in height at the base on the reverse of the memorial. Such markings are to be clearly shown on the drawings submitted in support of the memorial application form. The height of all memorials shall be taken from ground level.

5.8 Removal of memorials

No memorial shall be removed from any grave in the Cemetery without the permission of the registered owner or their legal representative and without BCP Council being informed as to the removal. When memorials are removed from graves to enable further burials to take place or additional inscriptions to be added, such memorials and their foundations shall be removed and re-installed by the appointed stonemason or fixer and at the expense of the registered owner of the grave. Re-installation of the memorial on the grave shall take place between six and twelve months from the date of removal.

5.9 Condition of memorials

It is the responsibility of the registered grave owner or their legal representative to ensure their grave and memorial is kept in good repair. BCP Council reserves the right to remove any memorials which shall have become in a dilapidated or unsafe condition.

Any memorial subject to the terms and conditions of a BCP memorial cleaning contract will be kept clean by BCP Council on the payment of the appropriate annual price for the agreed fixed period of years.

Any external party appointed by the registered owner or their legal representative to clean a memorial in place must ensure that they have the appropriate public liability insurance in place and comply with the requirements of Control of Substances Hazardous to Health (COSHH) when it comes to natural stone cleaning chemicals. BCP Council will not accept any liability for any damage caused or injury sustained by privately appointed individuals while carrying out memorial cleaning work.

5.10 Marker tablets

The use of Marker Tablets on Hebrew and Muslim graves will be permitted and must bear the name and date of death of the deceased only. The Tablet must not exceed 300mm x 200mm and are to be placed flat on top of the grave, slightly below turf level. Memorial stonemasons must submit all applications for the installation of Tablets to the Bournemouth Hebrew Congregation and the Bournemouth Islamic Centre and Central Mosque for approval before these can be submitted to BCP Council for approval.

5.11 Temporary markers

The use of temporary markers on graves is permitted only where a memorial is being installed. The full name and date of death of the deceased is to be shown on the temporary marker and shall be removed on the installation of the permanent memorial by the appointed stonemason.

5.12 Damage to memorials

BCP Council will not accept liability for any damage caused to private memorials within the Cemetery by vandalism, ordinary wear and tear, extreme weather events or any other circumstances beyond their control. Repair or replacement work will be at the cost of the registered owner or their legal representative in circumstances where memorial damage is sustained in these circumstances. Any memorial rendered unsafe will be removed by BCP Council.

5.13 Working on memorials in the cemetery

All memorials must be completely worked before they are admitted to the Cemetery for installation. No work of any kind other than fixing, lettering and cleaning shall be allowed in the grounds of the Cemetery. Materials for memorials shall be conveyed into the Cemetery in such a manner, under the direction of the Cemetery Team, as to avoid injury to property and personnel as per the requirements of xxxx. The work of fixing or removing memorials must be carried out between the hours of 9am and 3pm weekdays only and shall not interfere with the work of the Cemetery Team or any funeral or burial service that may be taking place.

5.14 Expiration of exclusive right of burial

On the expiration of the agreed lease period on the grave, BCP Council may remove and dispose of any memorial installed on the grave subject to BCP Council:

- Giving notice in writing of the proposed removal to the last known person entitled to the grant of right of burial by letter sent to the last known address of such person;
- Not remove any memorial if the person entitled to the grant of right of burial offers to purchase and BCP Council is willing to issue a grant for a further fixed period;
- Not dispose of any memorial so removed for a period of one year from the date of removal during which time the owner of the memorial or their legal representative may remove it from the Cemetery.

BCP Council will not be required to pay any monetary compensation to the owner for any memorial so removed.

5.15 Vases and commemorative plaques

Memorial vases on unpurchased graves will be permitted. Vases must not exceed 200mm in height, 250mm in width, and 250mm in depth and bearing the name of the deceased and a short inscription.

Memorial plaques on unpurchased graves will be permitted. Plaques must not exceed 150mm x 75mm and must be in xxxxxx. The plaque shall be inscribed with the grave number, name or names of the deceased, date(s) of death and a short inscription. The plaque must be firmly attached to a metal leg 225mm in height and placed at the head of the grave.

The approval of BCP Council must be obtained before flower containers, other than vases or commemorative plaques of the permitted size, are placed on the graves.

5.16 Grave maintenance

Grave maintenance packages are available for purchase from BCP Council on any purchased grave within the Cemetery. Agreements can be taken out for 1, 5 and 10 years as per the pricing schedule in place. Only staff employed or appointed by BCP Council will be permitted to carry out grave maintenance work commissioned under the terms and conditions of any grave maintenance package taken out.

6 General

6.1 Offences

Attention is drawn to The Local Authorities' Cemeteries order 1977 and any amendments thereto.

The Order provides that no person shall:

- Wilfully create any disturbance in a Cemetery;
- Commit any nuisance in a Cemetery;
- Wilfully interfere with any burial taking place in a Cemetery;
- Wilfully interfere with any grave or vault, any tombstone or other memorial, or any flowers or plants placed on a grave or within the grounds of the Cemetery.

Any person who contravenes any of the prohibition specified in this section shall be liable on summary conviction to a fine not exceeding £100 and in the case of a continuing offence to a fine not exceeding £10 for each day the offence continues after conviction. The level of these fines are subject to future variation.

6.2 Exclusion of persons from the cemetery

All persons visiting the Cemetery must conform in all respects with these Rules and Regulations. BCP Council may at their discretion exclude from the Cemetery any member of the public or any person who infringes these Rules and Regulations in any way.

6.3 Unruly behaviour in the cemetery

No person shall in the Cemetery by any violent, indecent or drunken behaviour prevent, interrupt or delay the decent and solemn interment of any body. No person shall play at any game or sport or discharge any firearms, save at a military funeral, or create or commit a nuisance within the Cemetery. All persons visiting the Cemetery shall conduct themselves in a quiet, orderly and decorous manner. Any person who wilfully damages, defaces or destroys any property or causes any nuisance within the Cemetery will be liable to prosecution as outlined in section 5.1 above.

6.4 Commercial activity

No person shall be allowed to sell, or offer or display for sale for monetary or commercial gain without the written consent of BCP Council.

6.5 Environmental sustainability

Wherever possible, any persons visiting the Cemetery to place floral or remembrance items on a grave are asked to place locally sourced and ethical floral tributes on graves that will naturally degrade without causing harm to the local environment and wildlife. No artificial wreaths, artificial flowers, plastic-wrapped flowers, glass or plastic jars or bottles is permitted on graves. Items placed on graves in the Cemetery that do not comply will be removed by BCP Council and where possible stored for up to six months. Items

removed will be disposed of by BCP Council if not claimed for or collected during the 6-month holding period.

6.6 Control of vehicles

No vehicle of any nature must be driven at a speed greater than 10 mph within the Cemetery. No vehicle is permitted to park or drive on any grassed areas within the Cemetery. BCP Council have the authority to prevent vehicles from entering the Cemetery during maintenance work or during unplanned events that may potentially pose a risk to health and safety of driver, occupants and vehicle. No animal shall be left within a vehicle for any reason whatsoever without a responsible person in charge.

6.7 Children

Children under the age of 12 years will not be permitted in the Cemetery except under the care of a responsible person.

6.8 Control of dogs

A person shall not allow any dog belonging to them or in their charge to enter or remain in the Cemetery unless on a lead. All dogs are to be kept under strict control at all times and are to be kept to the footpaths at all times. Any dog mess in the Cemetery is to be collected immediately and disposed of by the owner or the person in charge. Under the Open Spaces Protection Order (once in place) it is an offence not to clean up after your dog and a person can face an on the spot fine of £80 with further court action taken if they refuse to pay, and could face a fine of £1,000.

6.9 Photographs and filming

No photographs or filming shall take place in the Cemetery for commercial or educational purposes without the written consent of BCP Council. Where any application for commercial or educational filming is made, details of the filming arrangements and the filming script is to be provided at least 48 hours prior to the requested date of filming. Any commercial or educational photography or filming will be subject to the General Data Protection Regulations. The only exception to this will be taking of photographs or filming undertaken by a family member or friend of the person buried in the grave therein.

6.10 Litter

No person shall drop, throw or otherwise deposit or leave in the Cemetery any waste paper or refuse of any kind, except in the receptacles provided for that purpose. Flytipping?

6.11 Soliciting orders

No memorial stonemason or other person shall solicit orders in any manner or on any pretext whatsoever within the Cemetery.

No person within the employment of BCP Council shall solicit or undertake any private work within the Cemetery for financial reward or otherwise. Corporate disciplinary procedures will be followed in such instances.

Any person whom BCP Council considers to be in breach of this regulation may, at the discretion of BCP Council be excluded from the Cemetery for a defined period and formally written to.

6.12 Demonstrations

No demonstration of any kind shall be allowed within the Cemetery nor any religious service at the time of interment, without the prior consent of BCP Council.

6.13 The Commonwealth War Graves Commission (CWGC)

There are a number of registered CWGC war graves commemorating the lives of those men and women who served the commonwealth and fought and died during the First and Second World Wars. Each Cemetery having GWGC graves listed within will have the appropriate GWGC Commonwealth War Graves sign displayed at the entrance to the Cemetery. The GWGC war graves are maintained and cared for by volunteers of the CWGC in addition to the work carried out in the management and operation of the Cemetery by BCP Council. All War Graves are subject to these rules and regulations.

6.14 Power to make alterations to the regulations

BCP Council reserves to itself the right from time to time to make alterations or additions to the specified rules, regulations, charges and fees.

6.15 Extent of regulations

Various fees are chargeable in addition to those mentioned in these regulations. For particulars thereof reference should be made to BCP Council's Crematorium & Cemetery price list.

The Regulations of Her Majesty's Secretary of State, under the Burial Acts, are applicable to the Cemetery and must be considered as incorporated herewith.

If there is any inconsistency between the Regulations of Her Majesty's Secretary of State (in particular the Local Authorities Cemeteries Order 1977) and these Cemetery Rules and Regulations the effect of the former shall always take precedence in so far as any mandatory requirements are concerned.

This page is intentionally left blank

Proposed Harmonisation of Cemetery Fees

BCP Bereavement Care

From 1 September 2022

Burial Fees (double fees for non-residents)

Coffin Burial

- A still-born child or a child whose age at death did not exceed 18 years
- Body Part
- A person whose age at death exceeded 18 years (new grave)
- A person whose age at death exceeded 18 years (reopen and reclaimed)
- Additional charge for interment over 8' (for triple grave)
- Woodland Burial (Bournemouth only)

Cremated Remains Burial

- Interment of Cremated Remains in Biodegradable Casket
- Interment of Cremated Remains under 18 years

Cemetery Chapel

- 30 mins (use prior to grave burial or direct cremation)
- 60 mins (use prior to grave burial or direct cremation)

Grave Maintenance (agreements can be take out from 1 year up to 10 years)

Group A (per year) (grass cutting, memorial washing once a year, clearance of weeds)

- Adult traditional grave
- Child traditional grave
- Cremated remains grave

Group B (per year) (as above + provision of seasonal bedding plants twice a year)

- Adult traditional grave
- Child traditional grave
- Cremated remains grave
- Adult lawn grave
- Child law grave

Purchase of Exclusive Right of Burial (EROB) - 50 Years (double fees for non-residents)

Woodland Grave (Bournemouth only)

Lawn Grave

- Adult Next Available
- Adult Selected
- Class I Selected (Adult Premium Selected)
- Class II Selected

Child's Grave (less than 12 years) claim via Children's Funeral Fund (25 years EROB) (Lawn)

Ashes Grave (measuring 4')

Purchase of Exclusive Right of Burial (EROB) - 50 Years (double fees for non-residents)

Traditional Grave

- Adult Rotation
- Adult Selected
- Class I Selected
- Class II Selected

Child's Grave (less than 12 years) claim via Children's Funeral Fund (25 years EROB) (Traditional)

Reclaimed Grave

Grave Reserve Fee (non-refundable for 4 weeks, deducted from purchase fee)

Surrender of EROB (pre-purchased only, no burial within)

Transfer of EROB

- Level 1 (simple transfer based on production of a valid Grant of Probate/Letters of Administration)
- Level 2 (transfer based on valid Will with preparation of Form of Renunciation & Statutory Declaration)
- Level 3 (transfer based on no will, determination of entitled persons, preparation of FOR, SD & Form of Assignment)

Genealogy Searches

Basic search

30+ minutes (per 30 mins)

Memorial Permit Fees (double fees for non-residents)

Traditional Graves (maximum width 3ft 900mm)

Flat stone not exceeding 7in (180mm) in width

Tomb or monument exceeding 7in (180mm) but not exceeding 6ft (1.83m) in height

Scroll, headstone, footstone, boulder cross, tablet ledger book or other memorial including a single interment

inscription per item if added at that time

- not exceeding 3ft (915mm) in height on 7ft (2.13m) x 3' (915mm) grave
- exceeding 3ft (915mm) but not exceeding 6ft (1.83m) in height
- not exceeding 4ft (1.21m) x 2ft (610mm) grave (cremated remains grave)

- exceeding 3ft (915mm) but not exceeding 6ft (1.83m) in height (cremated remains grave)

Kerbset including a single inscription per item if added at that time for each grave

- 7ft (2.13m) x 3ft (915mm) enclosed (traditional grave)
- 4ft (1.21m) x 2ft (610mm) enclosed (cremated remains grave)

Fixed vase not being part of a memorial not exceeding 1' x 1' x 1' (300mm x 300mm x 300mm)

Additional inscription involving the removal of an existing memorial and reinstallation following additional

inscription work

Replacement memorial

Hebrew graves at East and Kinson temporary market tablets 300mm x 200mm (after 12 months)

Lawn Graves (maximum width 2ft x 6in (750mm)

Headstone or memorial not exceeding 4ft (1200mm) in height

Memorial on child's grave 900mm x 500mm x 375mm (3ft x 20in x 15in)

Fixed vase not being part of a memorial not exceeding 200mm x 250mm x 250mm (8in x 10in x 10in)

Additional inscription involving the removal of an existing memorial and reinstallation following additional inscription work

Replacement memorial

Cremated Remains Graves (maximum width 1ft 6in (450mm)

Headstone or other memorial not exceeding 900mm x 375mm (3ft x 1ft 3in)

Kerbset not exceeding 750mm x 450mm (2ft 6in x 1ft 6in) incl raised end 225mm high (9in)

Flat stone at or above kerb level covering whole grave space

Fixed vase not being part of a memorial not exceeding 200mm x 250mm x 250mm (8in x 10in x 10in)

Additional inscription involving the removal of an existing memorial and reinstallation following additional inscription work

Replacement memorial

BCP £	Current Published Fee		
	Bournemouth £	Poole £	Christchurch £
no charge	no charge	no charge	note
125.00	not offered	105.00	not offered
775.00	744.00	775.00	624.00
775.00	688.00	775.00	624
272.00	272.00	272.00	272.00
690.00	690.00	not offered	not offered
241.00	241.00	226.00	226.00
no charge	no charge	no charge	no charge
94.00	94.00	94.00	69.00
110.00	110.00	110.00	74.00
		not offered	not offered
		not offered	not offered
90.00	86.00	not offered	not offered
45.00	43.00	not offered	not offered
45.00	43.00	not offered	not offered
140.00	135.00	not offered	not offered
70.00	65.00	not offered	not offered
70.00	65.00	not offered	not offered
90.00	86.00	not offered	not offered
55.00	53.00	not offered	not offered
680.00	680.00	not offered	not offered
888.00	888.00	not offered	680.00
1,045.00	1045.00	not offered	not offered
1,690.00	1690.00	not offered	not offered
1,610.00	1610.00	not offered	not offered
300.00	300.00	300.00	300.00
732.00	732.00	524.00	475.00
1,333.00	1333.00		
1,568.00	1568.00		
2,540.00	2540.00		
2,414.00	2414.00		
450.00	450.00		
800.00	1097.00	580.00	not offered
100.00	not offered	not offered	not offered
POA			
55.00	Standardised for all from 1 Sep 2021		
75.00			
95.00			
no charge	no charge	no charge	no charge
25.00	no charge	no charge	no charge
298.00	298.00	167.00	209.00
282.00	not offered	282.00	not offered
149.00	149.00	146.00	104.00
210.00	not offered	210.00	not specified
98.00	not offered	98.00	not specified
141.00	not offered	141.00	not specified
162.00	149.00	162.00	135.00
110.00	not offered	110.00	not specified
57.00	51.00	57.00	43.00
57.00	51.00	57.00	51.00
51.00	51.00	not offered	not offered
51.00	51.00	not offered	not offered
149.00	149.00	not specified	not specified
no charge	no charge	not offered	not offered
51.00	51.00	not specified	not specified
51.00	51.00	not specified	not specified
51.00	51.00	not offered	not offered
102.00	102.00	not specified	not specified
102.00	102.00	not specified	not specified
102.00	102.00	not specified	not specified
51.00	51.00	not specified	not specified
51.00	51.00	not specified	not specified
51.00	51.00	not offered	not specified










This page is intentionally left blank

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

This is an interim report for a DIA that has been requested but yet to be completed.

If there is a RAG (coloured circle) that has not had its dependent field selected yet, it will appear as a white circle.

Impact Summary

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

Answers provided indicate that the score for the carbon footprint of the proposal is: **3**

Answers provided indicate that the carbon footprint of the proposal is:	Low	
---	------------	---

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Proposal ID: **419**

Proposal Title: **Harmonisation of Cemetery Rules & Regulations and Cemetery Fees**

Type of Proposal: **Policy**

Brief description:

Proposer's Name: **Liz Hall**

Proposer's Directorate: **Environment & Community**

Proposer's Service Unit: **Environment**

Estimated cost (£): **Below £5K**

If known, the cost amount (£):

Ward(s) Affected (if applicable):

All Wards

Sustainable Development Goals (SDGs) supported by the proposal:

11. Sustainable Cities and Communities 12. Responsible Consumption and Production 13. Climate Action 15. Life On Land

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Climate Change & Energy

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

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

- 1) Has the proposal accounted for the potential impacts of climate change, e.g. flooding, storms or heatwaves? **Partially**
- 2) Does it assist reducing CO2 and other Green House Gas (GHG) emissions? E.g. reduction in energy or transport use, or waste produced. **Partially**
- 3) Will it increase energy efficiency (e.g. increased efficiency standards / better design / improved construction technologies / choice of materials) and/or reduce energy consumption? **Partially**
- 4) Will it increase the amount of energy obtained from renewable and low carbon sources? **Not Relevant**

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

Green - Only positive impacts identified



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

The harmonised Cemetery Rules & Regulations stipulates the placement of non-plastic memorial tributes within the cemeteries and the sourcing of floral tributes through local businesses in order to reduce the carbon footprint and promote sustainability. Enforcement of these new rules will require the re-education and engagement of all users of the cemeteries.

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

N/A

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Communities & Culture

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

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

- 1) Will it help maintain and expand vibrant voluntary and community organisations? **Yes**
- 2) Will it promote a safe community environment? **Yes**
- 3) Will it promote and develop cultural activities? **Yes**

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

Green - Only positive impacts identified



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

Our Cemeteries are welcoming open spaces that attract an abundance of wildlife habitation through considered planting schemes that harnesses the natural environment of certain species that thrive within. Due to the age of our cemeteries there are some memorials in place with great historical reference relating to famous people that helped shape our local communities. Infoboards to be fitted in all our cemeteries providing historical and environmental information to visitors.

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

n/a

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Waste & Resource Use

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

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

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

How would the overall impact of the proposal on the sustainable production and consumption of natural resources be rated?

Green - Only positive impacts identified



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

Due to existing traditions and practices relating to funerals, there are some waste and resource practices that remain in place. BCP Bereavement Care will aim to gradually promote more diverse and sustainable practices within our cemeteries including the reduction of plastics and the use of more sustainable materials for coffin construction.

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

Regular monitoring with cemetery team on impact of new policy.

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Economy

Is the proposal likely to impact (positively or negatively) on the area's ability to support, maintain and grow a sustainable, diverse and thriving economy? **No**

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

Not increasing the economic opportunity other than what is already in place prior to the implementation of policy (funeral directors).

- 1) Will the proposal encourage local business creation and / or growth?
- 2) Will the proposal enable local jobs to be created or retained?
- 3) Will the proposal promote sustainable business practices?

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

No positive or negative impacts identified



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

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

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Health & Wellbeing

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

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

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

Yes

- 2) Will the proposal contribute to reducing inequalities?

Yes

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

Yes

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

Amber - Minor negative impacts identified / unknown impacts



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

Christchurch practices and fees are not in line with industry standards, therefore fees and practices will be harmonised in line with Bournemouth and Poole that are more in keeping with current practices. Christchurch residents will be required to pay an increase in some fees and abide by certain practices under the new harmonised rules that previously were permitted.

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

Engagement with the local funeral director community has taken place.

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Learning & Skills

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

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

Informal inhouse training will be given if policy adopted.

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

How would the overall impact of the proposal on the encouragement of learning and skills be rated?

Green - Only positive impacts identified



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

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

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Natural Environment

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

Yes

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

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

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



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

The new harmonised rules will underpin improved practices in terms of reducing plastics and promoting the use of sustainable materials for coffin construction and sourcing of floral tributes from local businesses; improved educational resources to be put in place by way of signage and infoboards in all cemeteries.

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

N/A

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Sustainable Procurement

Does your proposal involve the procurement of goods, services or works? **No**

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

Harmonisation of legacy policies regarding the safe operation and management of all cemeteries and the harmonisation of cemetery fees.

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

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

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

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

No positive or negative impacts identified



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

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

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

Proposal Title: Harmonisation of Cemetery Rules & Regulations and

Transport & Accessibility

Is the proposal likely to have any impacts (positive or negative) on the provision of sustainable, accessible, affordable and safe transport services - improving links to jobs, schools, health and other services? **No**

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

Harmonisation of legacy policies and fees with no impact on current travel behaviours addressed.

- 1) Will it support and encourage the provision of sustainable and accessible modes of transport (including walking, cycling, bus, trains and low emission vehicles)?
- 2) Will it reduce the distances needed to travel to access work, leisure and other services?
- 3) Will it encourage affordable and safe transport options?

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

No positive or negative impacts identified



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

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