Notice of Cabinet

Date: Wednesday, 27 September 2023 at 10.15 am

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

Membership:

Chairman:
Cllr V Slade

Vice Chairman:
Cllr M Earl

Cllr D Brown
Cllr R Burton
Cllr M Cox
Cllr A Hadley
Cllr J Hanna
Cllr A Martin
Cllr K Wilson

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=5361

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

Available online and on the Mod.gov app

GRAHAM FARRANT
CHIEF EXECUTIVE

19 September 2023

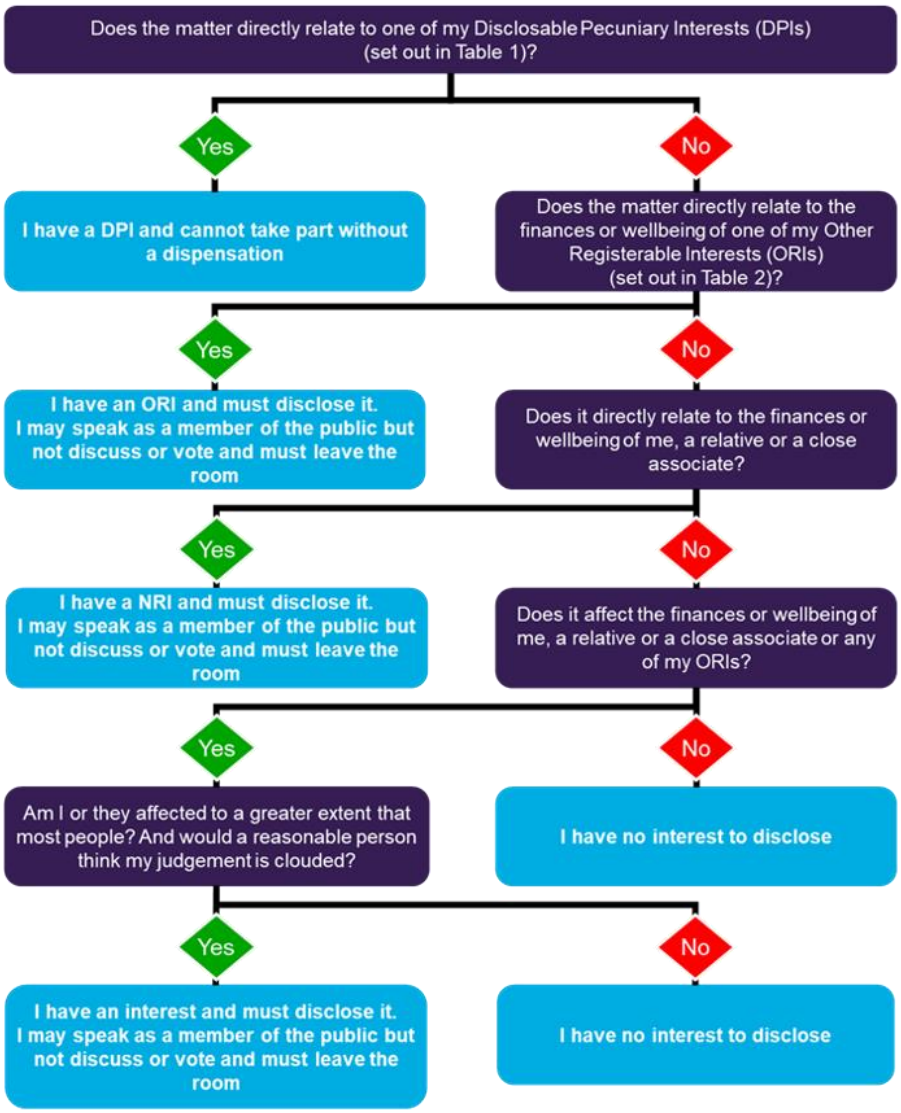
DEBATE NOT HATE

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

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

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

Selflessness

Councillors should act solely in terms of the public interest

Integrity

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

Objectivity

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

Accountability

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

Openness

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

Honesty & Integrity

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

Leadership

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

AGENDA

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

1. Apologies

To receive any apologies for absence from Councillors.

2. Declarations of Interests

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

Declarations received will be reported at the meeting.

3. Confirmation of Minutes 7 - 16

To confirm and sign as a correct record the minutes of the Meeting held on 6 September 2023.

4. Public Issues

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

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

The deadline for the submission of public questions is 12 noon, 3 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.

ITEMS OF BUSINESS

6. Quarter One Performance Report 2023/24 17 - 78

BCP Council's priorities and values which underpin how we work to develop and deliver services are set out in the Corporate Strategy, adopted by Full Council in November 2019.

Delivery plan actions and performance measures are refreshed annually in line with the annual budget process, to ensure they remain relevant and in line with council priorities.

The council is currently refreshing the corporate strategy to update the vision for the place, the priorities and headline objectives. These will help build stable foundations to guide the council through current challenges and shape the way it can improve the lives of those who live, work, study and

visit the Bournemouth, Christchurch and Poole area.

The appended performance report shows progress with performance measures set out in the delivery plans and any additional measures agreed by Cabinet as part of the performance reporting process, for quarter one of 2023/24 (April to June 2023). Individual exception reports provide explanations and planned actions to address under performance against quarter one targets.

The appended report also provides a further update on the delivery plan actions previously reported to Cabinet in July 2023.

7. The future of BCP FuturePlaces Ltd, investment and development 79 - 114

This report makes recommendations following a review of BCP FuturePlaces Ltd's (FuturePlaces) work programme and business plan to enable BCP Council to deliver financially sustainable investment and development.

[PLEASE NOTE: Should the Cabinet wish to discuss the detail of the confidential appendix at Appendix 5, the meeting will be required to move into Confidential (Exempt) Session].

8. To agree the provision of revenue funding for the delivery of Contact Centre as a Solution (CCaaS) 115 - 122

In 2020 the Council introduced Microsoft Teams telephony to facilitate agile and flexible working. Whilst this was sufficient for most of the workforce, an additional integrated solution was needed to manage calls in the Contact Centre environment. A Contact Centre solution was introduced, using skills-based routing to direct incoming calls to available agents, and to manage calls waiting in queues. That solution is now nearing a break clause in its contract and so the opportunity has been taken to review the market, identifying newer more reliable CCaaS solutions which also enable the introduction of new customer channels (omnichannel).

Options have been considered, including retaining the status quo as well as stopping using a Contact Centre solution. However, both options have a negative impact on customers.

The original Contact Centre solution was funded by a combination of transformation funding and Covid grants. This report seeks CCaaS funding to be built into base budgets in recognition that a cloud-based solution requires ongoing funding on an annual basis.

9. Highcliffe Seafront Area - Parking Restriction Proposals (P26 2022) 123 - 160

To consider the representations received following the advertisement of the Traffic Order and to approve the making and sealing of the Order. This will enable the implementation of parking restrictions across the Highcliffe Seafront area.

The benefits to road users resulting from the proposed restriction include reducing danger to such road users and facilitating improved passage, particularly for cyclists, pedestrians, and those with mobility issues.

10.	**SEND – Accelerated Timeliness** A Written Statement of Action is in place to respond to the Local Area Special Educational Needs and Disabilities (SEND) Inspection that took place in June 2021. An improvement programme to deliver this is in train and reports to the SEND Improvement Board. The SEND Inspection identified eight areas of significant weakness which need to be addressed. This resulted in a set of actions being put into the Written State of Action to address the weaknesses. Improvement activity is underway, and progress is being made in several areas, however in the key area of statutory performance the service performance has decreased, and this data places BCP Council as the 5th lowest performing authority in the country, in terms of adhering to the statutory 20-week timescale for Education, Health and Care Needs Assessments and Plans. This business case puts forward the reason for the poor performance and the actions being taken to mitigate this. It also includes a proposal for urgent investment in the SEND Service on a short-term basis to manage the backlog so that the service can meet its statutory duties going forward. The concerns about this performance and the action plan have been raised at the SEND Improvement Board as have the capacity issues to manage the backlog and the increased demands.	161 - 168
11.	**Urgent Decisions taken by the Chief Executive in accordance with the Constitution** The Chief Executive to report on any decisions taken under urgency provisions in accordance with the Constitution.	
12.	**Cabinet Forward Plan** To consider the latest version of the Cabinet Forward Plan for approval.	To follow

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

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

CABINET

Minutes of the Meeting held on 06 September 2023 at 10.15 am

Present:-

Cllr V Slade – Chairman

Cllr M Earl – Vice-Chairman

Present:	Cllr D Brown, Cllr R Burton, Cllr M Cox, Cllr J Hanna, Cllr A Martin and Cllr K Wilson
Also in attendance virtually:	Cllr P Broadhead and Cllr S Bartlett
Apologies:	Cllr A Hadley

16. Declarations of Interests

Councillor Millie Earl declared an interest as a member of the SLM Everyone Active Poole Leisure Centres in relation to Minute No. 24 (Management of Leisure Centres).

Councillor Andy Martin declared an interest as a Director/ Trustee of BH Live in relation to Minute No. 24 (Management of Leisure Centres) and refrained from voting thereon.

17. Confirmation of Minutes

The Minutes of the meeting held on 26 July 2023 were confirmed and signed as a correct record.

18. Public Issues

Statement from Rev Paul Hockley, Churches Together in Poole on Agenda Item 8

Bournemouth is the second busiest crematorium in the UK.

Current profit is £1,178,000 which after deducting £365000 yearly cost still leaves a profit of £813400 into the Council's general funds.

Bereavement Services should not be used as a cash cow for other Council services. Any profit on Bereavement Services should be used first to enhance that Service.

If electric cremators were installed, BCP could claim to have one of the only few carbon neutral crematoriums in the UK.

BCP will be without any working cremators for a time when the gas cremators in Bournemouth are due for replacement in 27/28.

Statement from Nick Douch on Agenda Item 8 – read out by Democratic Services

We stand here as concerned residents, deeply troubled by recent decisions surrounding Poole Crematorium.

The claim of "lack of funds" for maintaining this essential service raises eyebrows when we recall that services worth an estimated £500k - £1M went un-invoiced for nearly a year. This irony cannot be ignored.

We believe in accountability and transparency. We question why private investment options were overlooked, and why sentiments of families who value Poole Crematorium weren't given more weight.

We must restore the dignity of choices and trust in local governance.

It's crucial to prioritise transparency and community engagement to make well-informed decisions.

Statement from Rev Helen Bailey, Churches Together in Broadstone on Agenda Item 8 - read out by Democratic Services

On behalf of Churches Together in Broadstone, leaders and laity: we strongly oppose pausing installation of new cremators at Poole Crematorium. Those needing local ceremonies/services are distressed, forced to choose between accompanying their loved one on final journey to Bournemouth or attending the wake with family/friends. Distance/journey time prevents both, causing serious risk of Poole Crematorium and local funeral directors other than Tappers going out of business. It impacts the bereaved's ability to hold church funerals for the same reason, denying their spiritual role and comfort received. We urge you to proceed with installing cremators.

Statement from Rt Revd Karen Gorham, Bishop of Sherborne on Agenda Item 8 - read out by Democratic Services

‘The decision to restore the full crematorium facility was met with much relief. Many look to Poole as their nearest crematorium including Blandford, Purbeck and Wimborne.

The removal of the body for disposal elsewhere isn’t always acceptable and families have been forced into paying for a private cremation or going elsewhere.

In 2021 78% of the population chose cremation, in 1970 it was 55%, alongside an increasing and aging population, demand will only increase.

Investment in the cremators at Poole will meet pastoral and financial need so I urge the Council to continue to invest in them’.

19. Recommendations from the Overview and Scrutiny Board

The Chairman of the Corporate and Community Overview and Scrutiny Committee addressed the Cabinet advising that whilst there were no additional recommendations from the Overview and Scrutiny Committees on items not otherwise indicated on the Cabinet agenda on this occasion

but stressed the need to reform the Overview and Scrutiny process in order to allow the opportunity for pre-Cabinet agenda scrutiny.

20. Budget Monitoring 2023/-24 at Quarter One

The Portfolio Holde for Finance 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 report provided the quarter one 2023/24 projected financial outturn information for the general fund and housing revenue account (HRA).

Cabinet was informed that the February 2023 approved general fund budget for 2023/24 was balanced on the assumption of a £30m drawdown in reserves and the delivery of £34m in savings, efficiencies, and additional resources including £9m in respect of transformation which were un-itemised.

In relation to this Cabinet was advised that the projected outturn continues to assume the drawdown of the £30m in reserves, and in respect of the £34m of savings it assumes either their delivery or that equivalent alternative savings are delivered. Where these alternatives are of a one–off nature then this will add a pressure to the £44m funding gap for 2024/25 identified as part of the July MTFP Update report.

Cabinet was informed that services are expected to implement mitigation strategies to address emerging operational pressures identified within the first quarter, and that this is critical as the council does not have any earmarked reserves identified as available to support any drawdown over the £30m assumed in the original budget.

RESOLVED that Cabinet: -

(a) Noted the budget monitoring position for quarter one 2023/24; and

(b) Request the Chief Operations Officer and the Corporate Director for Resources present in the quarter two Cabinet monitoring report their mitigation proposals to balance service pressures if these remain; and

(c) Approved the implementation of an expenditure freeze and vacancy management process for the remainder of 2023/24 with delegation to the Chief Executive to develop an appropriate policy. This is to be supported by consideration of the redeployment of any staff in posts that it is proposed to remove.

Voting: Unanimous

Portfolio Holder: Finance

Reasons

To comply with accounting codes of practice and best practice which requires councils to regularly monitor the annual budget position and take any action to support the sustainability of the council's financial position.

21. Responding to the Best Value Notice

The Leader of the Council and Portfolio Holder for Dynamic Places 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 advised that the Council has been issued with a Best Value Notice by the Department for Levelling Up, Housing & Communities (DLUHC), following an assurance review that was commissioned in response to the Council's request for a capitalisation direction made in July 2022 under the Exceptional Financial Support programme, and that the Chief Executive has also carried out an internal assurance review.

An action plan is proposed which sets out how the Council has responded to each item in the two assurance reviews and the Best Value Notice.

The Chairman of the Corporate and Community Overview and Scrutiny Committee addressed the Cabinet in support of the formation of the Transformation Working Group and for the opportunity for pre Cabinet scrutiny.

A number of members of the Cabinet spoke raising areas of work which had begun to address the best value notice.

RESOLVED that: -

(a) Cabinet accepted the findings of the two assurance reviews;

(b) Cabinet noted the receipt of and accept the Best Value Notice; and

(c) Cabinet agreed the action plan, to ensure progress is made against each of the recommendations.

Voting: Unanimous

Portfolio Holder: Leader of the Council and Portfolio Holder for Dynamic Places

Reason

To appropriately respond to the Best Value Notice and the issues raised in the assurance reviews, in order to ensure appropriate governance and assurance is in place.

22. Poole Crematorium - Cremator(s) Reinvestment Business Case

The Deputy Leader and Portfolio Holder for Connected Communities 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 in March 2023, Cabinet requested a further report detailing a business case for *Option 3: Investing in two electric cremator(s) at Poole Crematorium* be brought back to Cabinet, and that this report provided the data and evidence for this business case.

Cabinet was informed that the crematoria market in Poole is highly competitive since the opening of a private facility at Lytchett Minster, Poole, now further compounded by competition to the wider BCP Bereavement Care Services offer at Bournemouth Crematorium following the opening of New Milton Crematorium and the wider Direct Cremation market offer, and that the market analysis set out in this business case and previous background reports indicates that BCP Council would not be able to reinvest and run a crematoria facility at Poole at no cost to the Council.

In relation to this Cabinet was advised that due to the current BCP Council financial context within which Cabinet are considering this business case this Officer report recommends Cabinet pause investment in new electric cremators at Poole and reviews the operating model for BCP Bereavement Care Services, and that in doing so it is suggested Cabinet asks Officers to present options for future investment and operational delivery at a future Cabinet meeting. Cabinet is asked to consider the Officer recommendation.

In presenting the report the Deputy Leader proposed amendments to the recommendations set out within the report, these became the substantive recommendations as set out below.

Councillor Broadhead addressed the Cabinet stressing the importance of work being carried out.

The Leader of the Council advised that it was important to include the faith sector in discussions and alternative ways of funding.

RESOLVED that: -

(a) Cabinet agrees Option 1; to pause a reinvestment decision in new electric cremators at Poole Crematorium and review the future operating model for BCP Bereavement Care Services;

(b) Cabinet members commit to meet with representatives of the bereavement industry and faith sector to discuss the feasibility of working in partnership to deliver cremator provision at Poole Crematorium; and

(c) Cabinet asks Officers to prepare a detailed financial review of the service and present options for investment and operational delivery models to a future Cabinet.

Voting: Unanimous

Portfolio Holder: Deputy Leader and Portfolio Holder for Connected Communities

Reasons

The recommendations of this report, based on the data and evidence set out in this business case and background reports for electric cremators at Poole Crematoria seeks to provide a financially sustainable approach to the provision of cremators and ceremonial space to meet the needs of the whole BCP Community.

23. Levelling Up Fund: Coastal Communities Seafront Infrastructure Project

The Deputy Leader and Portfolio Holder for Connected Communities 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 following a competitive bidding process, BCP Council has been awarded £19,993,858 Levelling Up Fund by Government to invest in specific seafront infrastructure projects to safeguard and create jobs; enable delivery of community projects; stimulate commercial investment, increase physical activity and improve place identity, and that all delivery costs including staffing resource, have been capitalised within the budget.

Cabinet was informed that the programme is aligned to the draft Corporate Strategy:

- Create sustainable and contemporary infrastructure that connects our communities, offers choice, and encourages people to be active
- Strive to be as self-sustaining as we can be in water, energy and economy
- Restore, recover and regenerate our natural environment and enhance community access
- Work with partners to ensure everyone feels safe
- Promote quality of life for all, where people live active, independent lives
- Celebrate our cultural identity and diverse heritage to inspire a sense of pride.

Members praised the work of officers and welcomed the report and the opportunities it presented.

RESOLVED that Cabinet: -

(a) Approved delivery of the Coastal Communities Seafront Infrastructure Project as set out in the DHULC Levelling Up Funding award to BCP Council;

(b) Delegated authority to the Service Director for Commercial Operations in consultation with the Cabinet Member for Finance and Operations to spend and deliver the £19.9m project; and

(c) Agree an update on delivery progress to Cabinet in September 2024

Voting: Unanimous

Portfolio Holder: Deputy Leader and Portfolio Holder for Connected Communities

Reasons

BCP Council has formally accepted the grant offer from DHULC. 100% externally funded, the programme delivers monetised benefits of £105,866,082 and a projected benefit to cost ratio of 4.65. Investments will reduce seafront maintenance (revenue pressure) and unlock commercial growth (revenue growth). In order to maintain progress on the project interventions, which have a funding requirement to complete by March 2025, approval is required by 6th September. Risk to approval delay will result in the programme timeline being unachievable and risk funding having to be returned to Government.

Meeting adjourned at 12:07pm
Meeting reconvened at 12:16pm

24. Management of Leisure Centres

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

Cabinet was advised that the paper makes recommendations for the future management of three leisure centres (the Dolphin Leisure Centre, Rossmore Leisure Centre, and Ashdown Leisure Centre) in Poole on the ending of the current operating contract with Sports and Leisure Management (SLM).

In relation to this Cabinet was informed that the recommendations set out in this report are based on evidence from work commissioned from Max Associates leisure consultants, and that the paper outlines the options for future management of the in scope leisure centres including the financial implications and timeframes of the options.

In proposing the report the Portfolio Holder for Finance proposed amendments to recommendations (a) and (b) as set out on the agenda these became the substantive recommendations as set out below.

Councillor Bartlett addressed the Cabinet stressing the importance of holding discussions with BH Live.

RESOLVED that Cabinet: -

(a) Agrees Option 2 an in-house model for the interim future management of the in-scope leisure centres;

(b) Within the context of (a), asks Officers to undertake a further assessment of options to align the public leisure offer across the BCP Council area and to consider wider use of these sites as part of "enabling council" workstream;

(c) Approve £151k of in-house set up costs funded by the draw down from the specific earmarked reserve to support the SLM Contract;

(d) Approves £630k of capital investment via prudential borrowing to fund the in-house set up and investment costs;

(e) Agrees the 12-month programme, detailed in appendix 4, to bring the facilities in house;

(f) Agrees to further development and implementation of opportunities for residents' access to health and fitness services at Bournemouth Indoor Bowls Centre including rebranding the facility in line with BCP Council inhouse leisure offer; and

(g) Delegates authority to the Director of Commercial Operations in consultation with the Cabinet Member for Finance, to implement the recommendations from this report.

Voting: Nem: Con (1 abstention)

Portfolio Holders: Finance

Deputy Leader of the Council and Portfolio Holder for Connected Communities

Councillor Millie Earl declared an interest in this item and remained present for the discussion and voting thereon.

Councillor Andy Martin declared an interest in this item and refrained from participating in the vote.

25. Disabled Parking Bay Proposals – Sealing of Traffic Order Ref P37 2023

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

Cabinet was advised that a decision is required on making and sealing the proposed Traffic Order which will amend the Bournemouth, Christchurch and Poole (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021, and that this will allow the council to implement new and amend existing on-street Residential Disabled Parking Bays (RDPBs).

Cabinet was informed that applications are primarily received online, assessed, and batched for sets of proposals periodically through the year, and that statutory consultation has been carried out for this batch of proposals reference P37 2023 and recommendations for each individual site are included in Appendix 1of the report.

RESOLVED that the Traffic Order is made and sealed as per option (8)(a) of the options appraisal contained in this report.

Voting: Unanimous

Portfolio Holder: Climate Response, Environment and Energy

Reason

This will allow us to implement the restrictions outlined in Appendix 1 of this report, installing new and changing existing on-street RDPBs.

26. Harmonisation of car parking across Bournemouth Christchurch and Poole

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

Cabinet was advised that this report sets out the proposals consulted on to harmonise car parking and on street chargeable location high season dates, daytime tariff structures and flat rate evening and Sunday charging times, and that this harmonisation is in relation to tariff structures, including dates and times tariffs are applicable but is not a review of tariff amounts.

Cabinet was informed that a public consultation was conducted from Thursday 11 May until Thursday 8 June 2023 received 1,491 responses, and that all feedback has been reviewed and used to inform the recommendation detailed in this report.

RESOLVED that Cabinet: -

(a) Agree to respond to the consultation feedback by implementing Option 2 as outlined in paragraph 36;

(b) Agree to the Traffic Regulation Order (TRO) advertisement and consultation process required to implement the car parking harmonisation proposals, in line with legislation; and

(c) Delegates authority to the Director of Commercial Operations, in consultation with the Cabinet Member for Finance to implement the recommendations outlined in this report.

Voting: Unanimous

Portfolio Holder: Finance

Reason

To support the delivery of the harmonisation of the car parking service for residents and visitors across Bournemouth, Christchurch and Poole ensuring consistency and certainty for all areas of the borough.

To support the corporate strategy objective of sustainable environment including encouraging visitors to our town centres to walk, cycle, use the train or bus.

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

Cabinet was advised that there had been no urgent decisions taken in accordance with the Constitution since the last meeting of the Cabinet.

28. Cabinet Forward Plan

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

The meeting ended at 12.44 pm

CHAIRMAN

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CABINET

Report subject	**Quarter One Performance Report 2023/24**
Meeting date	27 September 2023
Status	Public Report
Executive summary	BCP Council's priorities and values which underpin how we work to develop and deliver services are set out in the Corporate Strategy, adopted by Full Council in November 2019. Delivery plan actions and performance measures are refreshed annually in line with the annual budget process, to ensure they remain relevant and in line with council priorities. The council is currently refreshing the corporate strategy to update the vision for the place, the priorities and headline objectives. These will help build stable foundations to guide the council through current challenges and shape the way it can improve the lives of those who live, work, study and visit the Bournemouth, Christchurch and Poole area. The appended performance report shows progress with performance measures set out in the delivery plans and any additional measures agreed by Cabinet as part of the performance reporting process, for quarter one of 2023/24 (April to June 2023). Individual exception reports provide explanations and planned actions to address under performance against quarter one targets. The appended report also provides a further update on the delivery plan actions previously reported to Cabinet in July 2023.
Recommendations	**It is RECOMMENDED that Cabinet:** **(a) Consider the Quarter One performance report** **(b) Consider the delivery plan action updates** **(c) Consider the performance exception reports relating to areas of under performance** **(d) Advise of any amendments, deletions or additions to the performance indicator set that informs corporate performance**
Reason for recommendations	The corporate strategy sets out the objectives and outcomes that the Council's performance will be judged against and as such is a vital component of the Council's performance management framework. An understanding of performance against targets, goals and objectives helps us assess and manage service delivery and identify emerging business risks.

Portfolio Holder(s):	Leader of the Council
Corporate Director	Chief Executive
Report Authors	Bridget Webber, Head of Policy and Research Vicky Edmonds, Policy Officer
Wards	Council-wide
Classification	For Information

Background

1. Council adopted the corporate strategy and corporate priorities in November 2019.
2. Cabinet approved the revised delivery plans which are the subject of this report in February 2022.
3. The corporate strategy and supporting delivery plans are the beginning of a golden thread that links service team and personal performance to the priorities of the Council agreed in November 2019. These make up the council's approach to performance management.
4. The council is currently refreshing the corporate strategy to ensure the vision for the place, the priorities and headline objectives will help build stable foundations to guide the council through current challenges and shape the way the council can improve the lives of those who live, work, study and visit the Bournemouth, Christchurch and Poole area.
5. The refresh of the Strategy will include updating the measures used to monitor progress and revising future targets. The Strategy refresh will look at measures that monitor the impact of our actions as well as the output to ensure that the council is delivering on its headline objectives.
6. Until the refreshed strategy is in place, corporate performance will continue to be reported against the performance measures set out in delivery plans that sit under the existing priorities, and any other performance measures Cabinet Members add to the indicator set.
7. As reported to Cabinet in July, Childrens Services performance measures have been updated to reflect the priorities for the service following recent Ofsted visits.
8. There are five priorities in the Corporate Strategy:
    - Sustainable Environment
    - Dynamic Places
    - Connected Communities
    - Brighter Futures
    - Fulfilled Lives

9. The appended performance report sets out progress made against the performance measures in the delivery plans agreed by Cabinet in February 2022, for the first quarter of 2023/24.

10. Of the 61 performance measures used to monitor Q1 progress across the priorities, 8 have exception reports. These provide some context and explanation for red RAG rated performance and the steps being taken to improve it.

11. Of the remaining 53 measures, 40 are on target and 13 are in need of monitoring.

12. The individual exception reports provide detail of financial, legal, human resource, sustainability, public health, and equality implications of performance in need of improvement, where it is relevant.

13. The appended report also includes a further update against the actions in the delivery plans, as requested by cabinet when it received the end of year performance report at the July Cabinet meeting. Cabinet challenged some of the narrative and examples given of progress. The appended report includes a more detailed update of progress. There has been a slight change in reported progress with the actions, with 67 on target or completed and 42 in need of monitoring. This is a change in the progress reported at year end.

14. There are a further 7 actions that have been RAG rated as red. The steps being taken to address progress and performance are included in the appended report against each individual action.

Summary of financial implications

15. Performance exception reports have identified financial implications. The percentage of children in care who are NEET (Not in Employment, Education or Training) highlights the financial implications for the Virtual School relating to the provision of ESOL (English for Speakers of Other Languages) courses. The increased numbers of permanent exclusions have implications for School High Needs Block Funding which is already in deficit. Expenditure on hotel costs and the provision of emergency accommodation means less resources being targeted to prevention activities. More detail is provided in the attached performance report.

Summary of legal implications

16. Performance exception reports have identified legal implications concerning the exclusion of children from school and the number of homelessness households in bed and breakfast areas. In these areas there is a risk of legal challenge or judicial review. A reduction in performance of the percentage of positive outcomes for families with children achieved on time runs the risk of an Ombudsman challenge.

Summary of human resources implications

17. Some performance exception reports note staff capacity and ability to recruit as a contributing factor to reduced performance. This issue is addressed in the exception reports for the percentage of children in care who are NEET and permanent exclusions as a percentage of all secondary school age children. Both the exception report for the homelessness and rough sleeping measures highlight the resource implications of poor performance.

Summary of sustainability impact

18. Performance exception reports provide a summary of any sustainability implications where they are relevant.

Summary of public health implications

19. Performance exception reports provide an individual assessment of public health implications where they are relevant. Both the permanent exclusions as a percentage of all secondary school age children and the number of homeless households in bed and breakfast highlight the poor outcomes associated with low performance. This issue is also addressed in the number of people rough sleeping at latest street count exception report.

Summary of equality implications

20. Performance exception reports provide an individual assessment of equality impacts and where relevant refer to any Equality Impact Assessments that have been carried out.

Summary of risk assessment

21. Performance exception reports provide a summary of any risks identified and the mitigating actions taken to improve performance and reduce associated risks.

Background papers

Appendices

- Q1 Corporate Performance Report 2023/24 including Corporate Strategy Actions Update

Appendix A

Q1 Corporate Performance Report 2023/24 including Corporate Strategy Actions Update

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Overall Summary of Performance

Delivery Plan update

- **67 of the 121 actions have either been completed or are on target. This equates to over 53% of the delivery plan actions.**
- **42 require monitoring.**
- **7 need action taken to improve performance.**
- **4 have been stopped and 1 not started.**

Performance measure update

- **40 of the 61 quarterly measures are on target. This equates to 67%.**
- **13 require monitoring.**
- **8 have not met their target and require action to put them back on track.**

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Key

	Completed		Action Required		Monitor
	On Target		Not started		Stopped

Sustainable Environment

Leading our communities towards a cleaner, sustainable future that preserves our outstanding environment for generations to come

Over 33% of our Sustainable Environment actions have either been completed or are on target. 42% still require monitoring.1 action (4%) relating to defining the ecological emergency, and developing an action plan to reverse ecological decline requires action. Activity was stopped in relation to a public convenience policy, the Cleaner, Greener Safer programme and procuring all council electricity from zero carbon renewable sources. Work has not yet started on a Waste Strategy. More information is included in the following pages.

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

There is progress on the actions under the council's Sustainable Environment priority which contribute towards the corresponding sustainable development goals and purpose goals.

Progress has been made on climate action (SDG 13) and harnessing the energy transition (PG 13) with a draft BCP Climate Strategy and two-year action plan, helping to embed sustainability into the council's new ways of working. The strategy will be finalised in Autumn 2023. A Local Climate Partnership was launched with 14 key local organisations who have pledged to work together to tackle climate change. In addition, a climate vulnerability report was commissioned to identify local risks as a result of climate change.

However, development on the council's Waste Strategy has been delayed whilst waiting for government updates and feedback and this is an important part of responding to responsible consumption and production (SDG 12).

The Green Infrastructure Strategy was adopted by Cabinet in September 2022 which helps the Council develop sustainable places and communities (SDG 11) and building homes & sustainable communities (PG 12) across BCP. A developing Council Housing Delivery Programme with sustainability and regulatory action plans further supports this. However, there is more work to be done to investigate the use of developer contributions to fund climate change measures which has not yet commenced due to recruitment restrictions. In addition, whilst there has been some progress on the development of sustainable travel initiatives through the Transforming Cities Fund, the work has been curtailed by inflation and other external pressures, with the programme being revised to adapt to funding issues.

The Council's plans to procure all council electricity from zero carbon renewable sources by 2022 is not yet being pursued due to budget pressures but the feasibility will continue to be assessed. This relates to SDG 7, affordable and clean energy. This can also be progressed when work begins on plans to install energy saving and renewable energy measures in retained council buildings whenever they are being refurbished or improved.

Sustainable Environment - Ensure sustainability underpins all of our policies

We said we would		What we did	Updated
embed sustainability in BCP Council's new ways of working and corporate asset management planning work to achieve our stretching net zero carbon targets		The Draft BCP Climate Strategy and the two-year action plan were presented to Cabinet in March 2023. Work is underway to finalise the documents and bring them back to Cabinet in Autumn 2023.	July 2023
bring together our Council Housing assets and agree a Council Housing sustainability strategy and delivery programme by April 2023		A Council Housing Delivery Programme with sustainability and regulatory action plans in development has been agreed.	August 2023

Sustainable Environment - Protect and enhance our outstanding environment

We said we would		What we did	Update
progress the shoreline management plan for Poole Bay and establish a shoreline management plan for Christchurch Bay by end of 2022		Good progress has been made on preparing the draft plan and the consultation is going well. This will be reported in Autumn 2023.	August 2023
implement the Poole Bay Beach Management Strategy and delivery scheme between 2020-2030		The groyne replacement programme continues. The Long Groyne Project is expected to be completed in 2024.	August 2023
create a new Seafront Strategy and delivery programme by December 2022		The Seafront Strategy was adopted by Cabinet in April 2022 ahead of deadline. A review of the Seafront Strategy will be presented to Cabinet in early 2024	August 2023
deliver the Cleaner actions within the Cleaner, Greener Safer programme to improve local environmental quality across the conurbation, by April 2023		Following an in-year revision to the originally approved budget one off conurbation wide weed treatment (two treatments during the year) and enhanced gully emptying provided between Jan – March 2023 was undertaken. Within the three town centres litter bins have been replaced alongside the road lining, street furniture painting has been refreshed (benches, bollards, lamp columns etc) cleansing was enhanced until end of March 2023 when funding ended and seasonal planting was provided. Data has been collated about conurbation litter bin locations and condition to inform the development of a future Litter Strategy. External cleansing benchmarking study and an underground bin storage feasibility study have been completed.	CGS Programme funding stopped March 2023

Sustainable Environment - Develop and eco-friendly and active transport network

We said we would		What we did	Updated
develop a BCP Walking and Cycling Strategy 2022 - 2035 and set out a plan to expand cycle network and storage facilities at major destinations, by the end of 2022		The BCP Walking and Cycling Strategy 2022-2035 was approved by Cabinet ahead of schedule.	August 2023
deliver the Transforming Cities Fund sustainable travel initiatives		The national TCF programme has been under review by DfT given the inflationary and other external pressures. 2023/24 funding has recently been received to progress our immediate schemes. Further DfT approvals shall however be needed for the remainder of corridor schemes before final 2024/25 funding can be confirmed. This review process has resulted in some descoping of corridors from the original programme given that DfT funds have not been increased to cover the added external inflationary pressures.	August 2023

Sustainable Environment - Tackle the climate and ecological emergency

We said we would		What we did	Updated
deliver on the targets in our climate and emergency action plan		To update on the progress towards our climate targets and actions in the 2019 climate action plan an annual progress report for 2021 – 22 was presented to Council in March 2023. A Local Climate Partnership with 14 key local organisations who pledged to work together to tackle climate change has been launched. A climate vulnerability report to tell us about the local risks we face from climate change has been produced.	August 2023
deliver the Greener actions within the Cleaner, Greener Safer programme to support climate and ecological action, by April 2023		While funding for the Cleaner, Greener, Safer programme stopped in March 2023, greener actions within core budgets have continued, this has included a move from annual to perennial bedding across our parks and open spaces and the development of a draft BCP Urban Forest Strategy through a member working group, which will be consulted on through Autumn 2023.	August 2023
define the ecological emergency, and develop an action plan to reverse ecological decline, by April 2023		These actions will be undertaken following the adoption of the Climate Strategy.	August 2023

procure all council electricity from zero carbon renewable sources by 2022		During 2022 the Council was procuring the majority of its' electricity from renewable sources. However, the Council is not currently procuring a REGO's (green energy tariff) due to the pressure it places on budgets. The price difference will continue to be monitored and should it reduce in the future, it can be reinstated at any time.	August 2023
install energy saving and renewable energy measures in retained council buildings whenever they are being refurbished or improved		Completed within refurbishment of Civic Centre, Poole Library and Hub, Christchurch Library. Scheme being prepared for Kinson Hub. Further opportunities being identified as decisions are made on retained buildings, making use of Council's Green Futures Fund.	August 2023
investigate the use of developer contributions to fund climate change measures during 2022		This area of work is being taken forward with the development of the Local Plan.	August 2023
unify household waste, recycling and food waste collections across the area to increase recycling and reduce residual waste in line with government timelines		The Council still awaits Government updates from outstanding consultation feedback and strategy outcomes. In the interim background modelling work for round rebalancing is being progressed.	July 2023
complete the development of the Durley Chine Innovation Hub during 2022.		Building work on the Durley Chine Innovation Hub has been completed Work is continuing to deliver a programme of activity within the hub	August 2023

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Sustainable Environment - Promote sustainable resource management

We said we would		What we did	Updated
develop a BCP Council waste strategy in line with the national waste strategy government timelines		As the Council is still waiting for government updates for outstanding consultation feedback and strategy outcomes, the development of this strategy has been delayed. Government have confirmed that Extended Producer Responsibility (ERP) implementation as delayed until October 2025 with consistent collections to be implemented after the ERP	August 2023
review street cleansing services to noticeably improve the quality and cleanliness of the street scene, by December 2022.		The Council successfully internalised our cleansing contract 1st April 2023. Work is ongoing to review the full baseline service cost to explore service improvement opportunities.	August 2023

Sustainable Environment - Maximise access to our high quality parks and open spaces

We said we would		What we did	Updated
develop a green infrastructure strategy to manage parks, recreation grounds, beaches and open spaces by June 2022		A Green Infrastructure Strategy was adopted by Cabinet in September 2022.	March 2023
develop key lessons from the enhanced summer response in 2021 and integrate into mainstream services for 2022 and beyond		A review of the 2021 summer response was completed and fed into the 2022 and 2023 Seasonal Response. After the 2023 season a review will be carried out to consider any adaptions required to the approach for future years.	August 2023.
develop a single policy and practice for the management of high-quality publicly accessible toilets across the BCP area by October 2022.		The previous administration stopped this work. A pilot trial toilet facility was started in Old Orchard Poole in March 2023. The data collected will support the development of any future public convenience strategy.	August 2023

Performance Measures for Sustainable Environment

Measure	Outturn for this quarter	Target	Trend
Beaches: Number of Blue Flags awarded	12.00	12.00	
Environment: Standard of cleanliness achieved in line with Environmental Protection Act 1990	0.92	1.00	
Sustainability: Number of households receiving energy efficiency advice and guidance	146.00	50.00	
Transport: Number of journeys per annum using BCP bike and e-scooter share scheme	143,030.00	130,000.00	
Waste: Percentage of total household waste recycled, re-used or composted	49.90	50.00	
Waste: Residual household waste per household (kg	117.60	130.00	

Requires monitoring

Environment: Standard of cleanliness achieved in line with Environmental Protection Act 1990

Performance can be directly attributed to ongoing marketplace recruitment difficulties across front line services. The council introduced a labour market supplement to help attract candidates. This has to date produced limited results against a locality-based candidate shortage. In turn cleansing services are operating with reducing staffing levels adversely impacting performance standards.

Waste: Percentage of total household waste recycled, re-used or composted

The outturn for individual quarters is affected by the season and the weather, therefore some quarters will be higher than others. BCP remains a high achieving Council (in top third overall). England has a 50% recycling target rather than individual Councils. BCP Council is still well above the national average performance.

During Q1, recycling engagement with residents persisted through e-newsletters, sticker, leaflet and calendar requests, and community events, including three compost giveaways and 10 student end-of-term recycling roadshows with warden training and dedicated bin stickers. 18 schools participated in the Schools Environment Award.

Following confirmation of the Government's Resources and Waste Strategy, BCP's Waste Strategy and service change planning will escalate (including relaunching resident engagement aligned to the Government's agenda) that should increase the amount of waste sent for recycling & composting and therefore increase the overall figure.

On target

The performance for all measures on target has either remained consistent or improved. The Number of journeys using the BCP bike and e-scooter share continues to exceed the target. In addition, we applied for and were successful in being awarded 12 Blue Flags and 14 Seaside Awards.

Dynamic Places

Supporting an innovative, successful economy in a great place to live, learn, work and visit

55% of the Dynamic Places actions have either been completed or are on target. 40% still require monitoring. Areas that require monitoring include the deployment of 5g and public Wi-Fi in Boscombe and the revitalisation of our high streets and other regeneration projects. One action concerning the development of the Holes Bay site requires action. More information is included in the following pages.

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

The dynamic places priority contributes towards many of the sustainable development goals and purpose goals around industry, innovation, infrastructure and economic growth.

There are many activities that positively contribute to decent work and economic growth (SDG 8). The convergence of Planning, Economic Development, Destination services and the Smart Place Programme has strengthened the Council's approach to supporting businesses. In addition, the administration of the UK Shared Prosperity Fund has enhanced the financial and wrap around support for local businesses. Further, there is good progress on improving the attractiveness and vitality of town centres and high streets which supports business growth and regeneration.

The skills agenda is an important part of progressing SDGs and PGs particularly SDG 4 – quality education and PG 3 – positive destinations post 16+. The Council has created a Skills Strategy which tackles inequality and supports local businesses in partnership with educational establishments and the market. Delivery has begun on the actions in the skills strategy, specifically prioritising those that support the economic recovery from COVID-19. A new Economic Development post will be recruited in Summer 2023 to help move this forward. The Council has also supported some work placement schemes for young people and has gained funding to run them in 2023/24 as well as setting up similar courses for 2024/5 onwards focused on young people 23+.

There is good progress on sustainable places and communities (SDG 11) and building homes & sustainable communities (PG 12). The Local Plan Delivery Board and Advisory Group has agreed the Local Plan Principles supporting sustainable development with a draft Local Plan to go out for consultation in late 2023/ early 2024. The Council has a pipeline of new build delivery projects in development and a study has been completed and will be used to inform future housing provision including the additional specialist supply of housing. The delivery of a Rough Sleeping Accommodation Programme has also been successful with ongoing support available.

SDG 9 looks at industry, innovation and infrastructure interlinked with PG 11, infrastructure for opportunity. This is progressed with the development of the Local Transport Plan which will further help towards more sustainable travel behaviour by 2024. Whilst work continues, it is impacted by further delays to the Department for Transport (DfT) guidance. In addition, progress has been made with Transforming Cities Fund (TCF) schemes across BCP, which will improve sustainable transport options for local communities, however the national TCF programme has been reviewed by the DfT and no further funding is being distributed to cover external funding pressures. As a result, the local programme has been revised with some plans on hold until alternative funding can be secured.

The Council works towards closing the digital divide (PG 10) with installation of the fibre and Wi-Fi almost complete through the Boscombe Town Fund Deal Digital connectivity project.

Dynamic Places - Revitalise and reinvent our high streets and local centres

We said we would		What we did	Updated
develop and deliver an action plan to improve the attractiveness and vitality of each of our 19 town centres and high streets during 2022		The programme delivery is on target with the planned improvements to start on the ground in late 2023. Grant funding (£102k) was used to deliver activities in 3 pilot district centres Broadstone, Highcliffe, Kinson in 2022/23. UKSPF grant has been secured to improve all 16 districts' public realm in the period 2022-25. Community engagement and site visits with first 3 district centres – Ashley Road, Moordown, Winton, completed.	August 2023
progress the key Poole investment projects in the Heart of Poole, the Town Centre, the area between the bridges, Poole Quay and Carter's Quay		A mixed-use regeneration scheme for Chapel Lane Car Park was approved by Cabinet on 8 February 2023. Other projects have been progressed to OBC with Cabinet approval secured. Work at the Carter's Quay site started to slow in February 2023, however design work has continued. BCP Council and Inland Homes are in discussions to establish the earliest possible time work can commence on site. Work has been undertaken to review the Future Places business plan works programme and a report is coming forward to 27 September Cabinet setting out the future of Future Places, regeneration and development.	August 2023
determine the future of the Winter Gardens scheme and, during 2022, set out a strategy for delivery		Future Places carried out a range of feasibility work around the future of the Bournemouth International Centre and the Winter Gardens sites as part of regeneration of the wider area. A range of options have been assessed and will be considered further during 2023.	August 2023
determine the desired outcome from the redevelopment of the Bournemouth International Centre during 2022 and set a strategy to deliver it		Future Places carried out a range of feasibility work around the future of the Bournemouth International Centre and the Winter Gardens sites as part of regeneration of the wider area. A range of options have been assessed and will be considered further during 2023.	August 2023
extend the multi-agency seasonal response to an annual provision by April 2022, to ensure our residents and our visitors can enjoy our place		The mainstreamed Seasonal Response activity has been operating through summer 2023.	July 2023

Dynamic Places - Invest in the homes our communities need

We said we would		What we did	Updated
agree the additional specialist supply of housing required and a delivery plan by April 2023		A study has been completed and will be used to inform future housing provision including the additional specialist supply of housing.	March 2023
progress development sites to deliver additional extra care housing in line with the approved Extra Care Strategy by April 2023		Oakdale Adult Education Centre site has been used as a pilot/blueprint in advance of 7 other BCP Council sites. Consequently, this has extended the program to December 2023. The Extra Care Housing Strategy runs 2023 – 2030 and governance of this strategy is through Extra Care Housing programme board and is on track for delivery, including appointing an architect.	August 2023
finalise masterplan and determine phased delivery approach for Holes Bay former power station to provide 830 new homes by end of 2023, including identification of potential meanwhile uses		Work to refine the Reference Masterplan for Holes Bay, including options for meanwhile uses, continues. The future of Future Places Cabinet report in September will bring forward proposals for a programme structure to drive forward this site.	August 2023
bring forward the pipeline of council owned new build sites to deliver much needed additional housing with c£233M council investment over 5 years		Whilst no completions were achieved in this quarter, the Council Newbuild Homes and Acquisition Strategy includes 44 BCP Council sites representing 1,120 potential new homes within the development pipeline, equating to an investment of circa £221m. In 2022/23 48 new homes have been completed and 105 units are currently on site, planning is secured for 275 and 725 are in feasibility stages. Current market conditions are proving a challenge for viability of sites however, strategies are being explored to ensure the pipeline of planned development is able to continue to deliver.	August 2023
deliver the acquisition of an additional 250 existing properties for rent by the council including £45M of council investment over 5 years		There were no completions within these programmes in Q1. However, 22/23 saw the successful delivery of 40 Rough Sleeping Accommodation Programme homes with ongoing delivery of the Single Homelessness Accommodation Programme / Local Housing Acquisition Fund programmes supporting ongoing acquisition.	August 2023

Dynamic Places - Create a sustainable, vibrant and inclusive economy

We said we would		What we did	Updated
work to develop and improve the council's Planning Service so that it better supports business growth and regeneration during 2022		In May 2023 a new strategic coordinating group and tactical coordinating group structure was set up to drive through weekly monitoring improvements to the planning backlog. The total number of applications over their due date was 564 in May 2023 (134 of these over 26 weeks). As at 29th August 2023, 414 were over their due date (91 of these over 26 weeks). There are now no planning applications from before 2020. The integration of the Planning, Economic Development, Destination services, together with the Smart Place Programme in April 2023 has improved the collaborative working and strengthened our approach to supporting our businesses. Our administration of the UK Shared Prosperity Fund has increased the direct financial and wrap around support for BCP businesses.	August 2023
build on the success of Festival Coast Live and deliver a vibrant events and festivals programme, engaging across the cultural sector and sustaining our core tourism offer		A successful start to the season in terms of events has been delivered including the ever-popular Bournemouth Bay run as well as a number of events delivered by the community and external operators.	August 2023

Dynamic Places - Increase productivity through skills development

We said we would		What we did	Updated
create a Skills Strategy by December 2022 which tackles inequality and supports local businesses in partnership with educational establishments and the market		The skills plan was agreed by Cabinet in December 2022. The Skills Plan has four priorities: Skills driving productivity, work & place centric delivery, smart collaborations and learning for life. We have been working closely with BU, AUB, AECC, B&P College and our own Skills and Learning to create the action plan. We will be allocating a permanent resource to this important subject in 23/24 to drive the plans forward. Key activities that are within scope of the Skills Plan include: Boscombe Town Deal Employment and Skills Hub, Boscombe Town Deal Virtual Skills Platform, Local Skills Improvement Plan and helping our businesses / skills providers work more effectively together. With the UKSPF (due to be delivered in 24/25) we will also see significant investment in skills including support for BCP economically inactive residents, basic life and career skills, essential digital skills for digital inclusion, further support to those in employment to improve career opportunities and various green skills.	March 2023
deliver the actions in the skills strategy, specifically prioritising those that support the economic recovery from COVID-19 once published		Work has commenced with the Dorset Local Economic Partnership around the Skills Action Plan. A new Economic Development post (Skills) has been recruited in summer 2023 to help move this forward.	March 2023
target care leavers, disadvantaged boys, and young people with the greatest barriers to learning and work to join apprenticeship schemes to maximise their opportunities		Eight Young People including one female, have completed their first work placement and have recently started a new one. The Council has gained funding and have started recruiting for 2023/24. A similar course for 2024/5 onwards will be set up and will focus on Young People 23+.	March 2023

Dynamic Places - Develop sustainable infrastructure

We said we would		What we did	Updated
develop and adopt a new BCP Council Local Plan that drives sustainable development by April 2024		In March 2023 the Local Plan Principles were agreed with the Local Plan Delivery Board and Advisory Group. A draft Local Plan will be ready for consultation late 2023/early 2024.	August 2023
use the transforming cities fund (TCF) programme to radically improve sustainable transport options for local communities by 2023		Progress has been good on schemes across the conurbation during the latest quarter. However, the national TCF programme has been reviewed by Department of Transport with no added funding provided to cover external pressures. Some corridors have been descoped and all members and the public provided with an update on the revised position. Remaining corridors shall progress when alternative funds can be secured.	August 2023
provide a new Local Transport Plan (LTP) to further help towards more sustainable travel behaviour by 2024.		In March 2023, Cabinet approved a report setting out a series of recommendations and timescales for the development of the Local Transport Plan. Although work continues the Department for Transport LTP guidance has been further delayed. Technical work continues in preparing the plan.	August 2023

Dynamic Places - Support our businesses to operate more creatively

We said we would		What we did	Updated
continue to identify and utilise available funding to support our local business support organisations to deliver events focusing on creativity and innovation.		In quarter three the Council was awarded a UK Shared Prosperity Fund allocation. In quarter one 2023/24 we have, supported 88 business with diagnostics and business support and issued 7 grants (three for R&D and four for startup and growth. We started recruitment for a low carbon economic development officer to help businesses lower their carbon emissions. An end of year report submitted to central government in May was approved to release funding for year two.	August 2023

Create a 21st century digital infrastructure

We said we would		What we did	Updated
deploy fibre, 5G and Public WIFI networks through the Boscombe Town Fund Deal Digital connectivity project by March 2024		Installation of the fibre and Wi-Fi is substantially complete. Procurement support has been secured and the first of four use cases are underway.	March 2023

Performance Measures for Dynamic Places

Measure	Outturn for this quarter	Target	Trend
Economic Development: Footfall in the three town centres	22.70	20.00	
Economic Development: Number of businesses receiving support	1,114.00	200.00	
New Homes: Number of completed homes on council-owned land	47.00	47.00	
New Homes: Number of new homes on council-owned land where development has started	153.00	153.00	
Planning: Percentage of major applications determined on time	84.00	60.00	
Planning: Percentage of minor applications determined on time	73.00	70.00	
Planning: Percentage of other applications determined on time	85.00	70.00	
Skills: Percentage of higher-level qualification (NVQ4 and above)	40.30	40.00	

There are no measures in quarter one that require action or monitoring for Dynamic Places.

On Target

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Performance with our on-target measures remains consistent or improving except for the number of businesses receiving support. This has seen a slight drop however there is continued significant engagement with local businesses. Support for this initiative will continue as part of the UKSPF delivery.

Overall footfall in Poole and Christchurch town centres is stable or increasing. However, Bournemouth Town Centre is struggling to get back to pre-Covid levels.

Although our planning application targets have been met our targeted approach to managing and reducing the backlog of planning applications will be monitored for the remainder of 2023. This will be twin tracked with ongoing service improvements aimed to restore the council's reputation in respect of its Planning Service and support wider objectives around community and investor confidence, supporting economic growth and the sustainable planning of the area.

Connected Communities

Empowering our communities so everyone feels safe, engaged and included

70% of our Connected Communities actions have either been completed or are on target. 24% still require monitoring. Work is reported as stopped on the Anti-Social Behaviour Strategy as it is no longer required as it falls within the recently approved BCP Community Safety Partnership Strategy. More information is included in the following pages.

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

The connected communities priority contributes to sustainable development goals and purpose goals around improving the lives of people across BCP communities.

The Council is progressing several actions that support good health and wellbeing (SDG 3 and PG 8) and reduced inequalities in communities (SDG 10 and PG 14). To draw out a few examples; work establishing the area as an Age Friendly Community has enabled the Council to develop an “engage and understand” approach for working with older adults and communities.

The future design of day opportunities for people with care and support needs, including those who are socially isolated, is being co-produced with people who draw on support, their families, other stakeholders and providers. Whilst this has been invaluable, it has meant the original target date has been missed. A draft strategy will be taken to Cabinet later this year, following public consultation.

Progress has also been made on the implementation of the Preventing Domestic Abuse Strategy overseen by the Preventing Domestic Abuse Steering Group (part of the wider Community Safety Partnership).

Connected Communities - Strengthen the cultural identity of our towns and places

We said we would		What we did	Updated
support the newly formed Cultural Compact to build on the findings of the Cultural Enquiry to develop a Cultural Strategy that supports community arts and culture by December 2022		A new Cultural Strategy was approved at Cabinet in March 2023. The hosting of the Cultural Compact has now been transferred to the Arts University Bournemouth who will lead on taking the initiative forward.	August 2023
establish the destination branding including 'Beyond the Beach', 'Escape the Everyday' and 'Coast with the most' to support the Future Places and Destination strategies		Our destination branding has been rolled out across tourism websites and social channels. We have identified old branding offline and currently removing or updating the old branding.	March 2023
develop a library strategy which reflects the diversity of local communities and creates neighbourhood hubs, improving resident's access to services by 2022		The development of the Library Strategy has begun with a focus on customer demand and asset data gathering, critical to informing the consultation process that will follow. An update to Cabinet will be provided by December 2023 which will explain progress and the requirements necessary to meet DCMS guidelines, including the launch of the phase 1 public consultation process. Any significant changes arising from the strategy are not anticipated in 2023, but more likely to be in 23/24.	August 2023

Connected Communities - Respect and engage with our diverse communities

We said we would		What we did	Updated
Integrate the Armed Forces Covenant into decision making processes, supporting the wider delivery of the Covenant Action Plan, by March 2024.		There is currently no formal Action Plan in place for delivery of the Armed Forces Covenant. Work is underway to move this forward. However Military Veterans have been included as a protected characteristic on the Council's Equality Impact Assessment forms to ensure that decisions relating to service delivery consider the impact on this group. Staff are also in the process of forming an Armed forces staff network group. This is rated Amber because although there is no formal action place steps have been taken to ensure Armed Forces Covenant is reflected in decision making process for example local protected characteristics. There is a new lead Member for Armed Forces who will be part of a wider Council group that has been established that are focussed on driving forward the actions agreed for serving members of the Armed Forces and Veterans. There is also an intention to work towards the Council being awarded Gold status, presently silver status has been awarded. This will involve working with wider partners and the Armed Forces Covenant lead for the Dorset area.	August 2023
develop a youth strategy with children, young people and partners by March 2022		Whilst a youth services options paper was completed, a decision was made in August 2022 to combine the work undertaken in relation youth services with the early help and partnership work to create a fully cohesive early help offer to our children and young people. The youth strategy/ plan has been completed and the work against this has been ongoing and reviewed several times by the previous administration without completion. Further work is ongoing in line with the early help and partnership work, and a report reflecting the early help work, including youth services, will be presented to cabinet in October 2023. The Early Help offer and strategy is currently being co-produced by the Early Help Strategic Board- this is close to finalisation.	August 2023
support recovery following the COVID-19 pandemic by taking a strengths-based approach to working with communities by June 2022		The Council continued to support recovery following the Covid 19 pandemic however those resources have now been diverted to support the impact of cost-of-living crisis in communities.	March 2023
agree and implement an enhanced council housing management service in line with national good practice and codesign with resident by April 2023		BCP Homes was established with updated governance structure and resident involvement in July 2022. A harmonisation plan is now underway which will provide a consistent service to Poole and Bournemouth BCP Homes tenants.	26 July 2023

implement the year one actions in the BCP council-wide Community Engagement and Consultation Strategy by October 2022		The year one review of the strategy identified good progress against all actions and also identified additional work that had taken place that wasn't within the original set of actions. Since the launch of the Community Engagement and Consultation Strategy we have taken part in over 32 initiatives and projects across the Council and with external partners. Providing advice and guidance, training, delivering events and activities, building relationships with community representatives and groups, identifying new partnerships and communities to work with. **Examples of interventions in Year One** • Setting up of the internal Engagement and Consultation Network cross department network to promote consultation and engagement best practice • Dorset Integrated Care System Engagement Leads network including evaluation of their Engagement strategy. • Cross sector partnership application for £800,000 project to support ethnically diverse community groups and representatives to develop and becoming more sustainable. • Increasing the Community Equalities Champions Network numbers to include more representaiton from diverse communities, networks and vcse (volunteer, community and social enterprise sector) In the first year new priorities and opportunities have developed, and these are now being incorporated into the delivery plan. E.g., Town's Fund Boscombe community engagement work to ensure Boscombe communities are directly influencing development of the project alongside 2 consultations. Ensuring strengths-based community processes are being embedded, increasing the number of engagement opportunities, activities, and events within BCP is a key delivery thread. Recruiting a Community Engagement Team to help support and drive the delivery of advice, guidance in all aspects of community engagement is a key addition to the strategy.	August 2023

Connected Communities - Encourage intergenerational interactions

We said we would		What we did	Updated
work across public, private and voluntary sectors to develop mentoring programmes which encourage intergenerational interactions and enable the sharing of skills and experience, by March 2022		The new Volunteer Co-ordinator and Age Friendly Communities Co-ordinator posts have both been funded for another 2 years using UK Shared Prosperity funding. This has enabled us to start developing new programmes for meaningful interactions. The Age Friendly Communities work is developing and following a similar model to the Access to Food partnership. A steering group, Forum and Network have been established, with an emphasis on an “Engage and Understand” approach by working with older adults and communities. BCP Council sit on the UK’s Centre for Ageing Better steering group due to our pro-active work in this area.	August 2023

Connected Communities - Reduce loneliness and isolation

develop a strategic plan for day opportunities by September 2022, modernising the approach to daytime activity for people with care and support needs, including those who are socially isolated.		Cabinet approved the Case for Change report in March 2023 and work on the future design is being co-produced with people who draw on support, their families, other stakeholders and providers. To ensure the full and proper view seeking and engagement of those people who use day opportunities, their families and other stakeholders, more time than was originally thought has been taken, meaning the original target date has been missed. However, their active involvement in the co-production has been invaluable in developing the draft strategy that will come to Cabinet later this year, following public consultation	July 2023

Connected Communities - Ensure our communities feel safe

We said we would		What we did	Update
deliver the Safer actions within the Cleaner, Greener Safer programme to improve and promote public safety in our towns and places by April 2023		The Cleaner, Greener Safer programme has completed. Enhanced CSAS partially delivered, enhanced street lighting and CCTV partially delivered.	March 2023
expand our Community Safety Accreditation Scheme by June 2022 to improve and promote public safety and tackle anti-social behaviour		The expansion of the Community Safety Accreditation Scheme has been limited because of challenges with recruitment and reductions to the budget. However, following a review of the service in early 2023, development of a more deployable operational model to extend the benefit of CSAS patrols where hot spot ASB occurs, is underway as well as the extension of CSAS powers to additional front-line roles.	July 2023
work with partners including Dorset Road Safe to reduce the number of persons killed or seriously injured on the highway by 40% by 2030		The final figure for the calendar year was 127 which is within our target of 134. The Dorset Road Safety Board continues to meet twice a year.	August 2023
develop with partners a Crime and Disorder Reduction Strategy and action plan to address the priorities of the Community Safety Partnership, including the fear of crime in targeted communities by March 2022		The Safer BCP Strategy was approved at Full Council December 2022 and sets out the priorities and delivery plans for the BCP Community Safety Partnership to 2025. The plan is monitored by the Safer BCP Partnership and annual scrutiny takes place through the Corporate and Communities Committee in November/December each year.	August 2023
work with partners to implement the year 1 actions of the BCP Community Safety Partnership's Preventing Domestic Abuse Strategy by April 2023		Implementation of the Strategy is overseen by the multi-agency Preventing Domestic Abuse Steering Group (part of the wider Community Safety Partnership). Good progress has been made in the delivery of the action plan and a review of the strategy is commencing in the coming months.	July 2023
work with partners to deliver an Anti Social Behaviour Strategy to prevent and reduce the impact of ASB in BCP, by September 2022		This Strategy is no longer required as it falls within the recently approved BCP Community Safety Partnership Strategy. However, local strategies and protocols for preventing and tackling ASB have been developed and are currently delivering programmes relating to hot spot areas and Youth ASB in particular.	August 2023
develop integrated domestic abuse services for victims and perpetrators by March 2022		A Commissioning Co-ordinator role and associated funding has now been approved. The programme will commence imminently however the delivery date has been pushed back to April 2024.	August 2023
embed the seasonal response enhancements for frontline services by April 2022		The seasonal response enhancements for frontline services were put in place for the 2022 summer season.	March 2023

develop a partnership and information sharing protocol with Dorset Police to tackle doorstep crime and fraudulent activity by June 2022		An information sharing protocol with Dorset Police has been developed and our Trading Standards team maintain a focus on tackling doorstep crime and fraud in their annual delivery plan.	July 2023

Connected Communities – Empower a thriving voluntary and community sector

We said we would		What we did	Update
implement the year one actions in the BCP Voluntary and Community Sector Strategy and Volunteering Strategy by October 2022		The Volunteer Co-ordinator role has been extended using UK Shared Prosperity Funding. Procurement work for tendering for support to the VCS and General Advice Service is now complete and new contract start in October 2023. The progress report for year one can be seen here.	August 2023
work with community associations to ensure the long-term sustainability of community centres across the BCP area by December 2022.		Initial assessment now completed which will now feed into the Corporate Asset Review. Financial grants have been offered for capital works and support to community groups and organisations operating community facilities, funded by the UK Shared Prosperity Fund. Support has also been provided to individual organisations on a 121 basis on the safe operation of buildings and their responsibilities.	August 2023

Performance Measures for Connected Communities

Measure	Outturn for this quarter	Target	Trend
Culture: Number of visits to museums	17,522.00	15,000.00	
Engagement: Number of new community and voluntary sector organisations supported by Community Action Network	9.00	5.00	
Engagement: Number of BCP residents supported by Citizen's Advice BCP	5,783.00	2,500.00	
Engagement: Number of community and voluntary sector organisations supported by Community Action Network	155.00	35.00	
Engagement: Number of issues supported by Citizen's Advice BCP	10,945.00	4,000.00	
Libraries: Number of engagements in events and activities held by BCP Libraries	30,658.00	30,000.00	
Safety: Completed MARAC* actions to reduce the risk to most vulnerable victims of domestic abuse	99.00	100.00	
Safety: Levels of anti-social behaviour	2,769.00	3,228.00	
Safety: Levels of serious violent crime	638.00	685.00	

Requires Monitoring

Safety: Completed MARAC actions to reduce the risk to most vulnerable victims of domestic abuse - 326 actions were allocated at MARAC in Q1. By 17 July all bar 2 actions were completed. The other 2 remaining actions are in hand. Actions are allocated to various multiagency representatives to reduce the risk of harm to victims of domestic abuse. These actions can include such measures as 'target hardening' the victim's home or placement in a Refuge.

On Target

BCP-wide there has been an 18.5% reduction in the number of ASB reports to the police in Q1 and an 11.5% reduction in the number of non-domestic Assault With Injury crimes.

Brighter Futures

Caring for our children and young people; providing a nurturing environment, high quality education and great opportunities to grow and flourish

53% of our Brighter Future actions have been completed or on target. 47% of the actions requiring action or monitoring. The majority of actions that require action or monitoring fall with the outcomes of “be aspirational for our children in care” and “enable access to high quality education”. Actions within “Prevent harm through early intervention” and “support parenets and guardians to care for their children” are either completed or on target. Good news is that the Sandwell Whole School Approach to Mental Health has now been awarded to 11 schools across the BCP area. More information is included in the following pages.

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

The brighter futures priority contributes to sustainable development goals and purpose goals around improving the lives and outcomes of children and young people across BCP communities.

Achieving equality through diversity and inclusion (PG 14) and reduced inequalities (SDG 10) is important to the Council and this can be seen through the activity around improving SEND provision, reducing local levels of Not in Education, Employment or Training, and working groups on transition and other key threads. Whilst there are setbacks to progress, as detailed in the action updates below, the importance of the work is still realised and being actively pursued.

Council activity to help young people over the age of 16 who are in care or are care leavers, to prepare for adulthood, is key to ensuring positive destinations post 16+ (PG 3) and the right advice and experiences to unlock opportunities (PG 4). These young people are able to undertake modules to demonstrate their skills for independence through the Council’s Assessment and Qualifications Alliance scheme.

Contributions towards good health and wellbeing (SDG 3 and PG 8) can be seen through the Sandwell Whole School Approach which has been awarded to 11 schools across the BCP area and is a fundamental part of mental health support in schools.

SDG 16, peace, justice and institutions is demonstrated in the work proactively tackling all forms of child exploitation, including County Lines, working with partners such as the Police, to target children and young people who are most at risk of Child Exploitation. A Missing, Exploited and Trafficked Panel started in January 2023, coordinating intelligence and working both operationally and strategically to disperse concerns.

Brighter Futures - Enable access to high quality education

We said we would		What we did	Updated
achieve 100% sign up of all providers in BCP to an inclusive education standard by September 2023		Work has paused on inclusion standards in light of the SEND & Alternative Provision Green Paper. The government intends to put in place national standards for SEND. Our Inclusion Standards need to link closely to these.	July 2023
transform SEND provision through the delivery of the Written Statement of Action by July 2023		The Council had a successful Delivering Better Value bid for £1m. However, additional resources are needed for an urgent 20-week timescale project.	July 2023
create additional special school place capacity, aligned with expanding the SEND capacity of mainstream schools, by September 2023		Schemes progressing. Tranch 1 is complete which added capacity of 50 additional special school places across the local area, Tranch 2 is now in progress which aims to increase capacity by 60 places by the end of July 2024	August 2023
reduce attainment gaps for disadvantaged children, especially where exacerbated by Covid, measured annually against the 2021 baseline		A series of Forums for all Head Teachers (HT) in the BCP area and the main Further Education College have been agreed. As well as phase meetings for secondary, primary and SEND separately, there are also working groups on Transition and other key threads agreed. Working groups to be established. There will be a full results day HT Forum on September 27 with Chairs of Governors invited. HTs meeting with Head of Education Improvement 28/6/23 to agree meeting schedule and working groups for 2023/24. Workshops on Community Hubs with HTs in July 2023.	July 2023
implement plans to balance the High Needs Block spend against budget by March 2023.		Successfully applied for a Delivering Better Value bid for £1m.Four workstreams are in place each with key deliverables, e.g. increase in special school places, decrease in the number of EHCPs need assessment applications	August 2023
reduce permanent exclusions to 0.1% or below, and reduce fixed rate exclusions to 5.36% or below, by March 2026 by working with schools to ensure they have the appropriate skills to address behaviours and the support from other relevant agencies to prevent exclusions		Additional capacity in Alternative Provision, working with stakeholders to design a new approach to Alternative Provision	August 2023
implement measures which ensure that we have no “unknown” NEETs by March 2023		The Careers Hub BCP Steering Group and B&P College will join a Steering Group for NEETs and Not Known’s this term. As well as supported internships, work on primary phase STEM is being produced for pilot NEET prevention activity with KPMG. Second year of BCP interns programme recruiting now.	July 2023

reduce local levels of Not in Education, Employment or Training (NEETs) towards the current national average of 11.5% by March 2023		Across Children's Services team, growth on NEET prevention and long-term plans to reduce those at risk are underway. The Careers and Apprenticeship Show 2024 has a steering group and will be an annual event from 2023/24. The BIC has been booked for the March 2024 event.	July 2023

Brighter Futures - Be aspirational for our children in care

improve the learning outcomes for children in care, ensuring that their attendance at a 'Good' or 'Outstanding' school is at least 95%, by March 2024		At the end of December 2022 attendance for all children in all schools was 85.5%. 58% of our Children in Care were attending good or outstanding schools with their attendance about 95%. 20% of those had attendance between 90 and 95%. The Virtual School monitor and track attendance for all CIC and use the data to inform individual and strategic responses. Postcards are sent to those children who improve their attendance on a monthly basis and updated information about impact of attendance on education is shared with carers.	July 2023
increase the percentage of children with permanence plans by their second LAC Review from 92% to 100%, by Sept 2022		Performance has improved and 99.1% of all children in care have an identified plan for permanence by their 2nd LAC review.	July 2023
ensure there are sufficient suitable local placements to meet the needs of children in care so they can be close to school, friends and family networks if it meets their needs and be below the national average of out of borough placements of 16% by Sept 2022		There has been a decline in performance since Q3, the most recent Children's Services Analysis Tool report indicates that we now have 41 children placed at a distance (beyond the 20 miles distance/neighbouring authority). There remain significant challenges with placement sufficiency which is both a local and national issue.	July 2023
have a high performing Virtual School that champions and shows ambition for children in care and reduces the number that are NEET at or below the national average of 11.5% by March 2024		27 Children in Care are current NEET out of 131 (year 12 and 13) which is 20%, a 5% reduction from Q2. 14 of the 27 NEET are UASC of which 8 came into care during this period and therefore are unable to access college until January 2023. Removing the 8 young people who are not able to start education until January results in a reduction of percentage of 14% NEET.	July 2023
ensure that all health and education assessments for children in care are completed on time, from September 2022		A project has recently been initiated to reduce a backlog, a triage system is in place which prioritises completion of plans for children whom a delay may add to vulnerabilities.	August 2023
ensure proactive work which secures suitable planned housing options for care experienced young people reaching 18 and increases the pathway by at least 20 additional homes.		Two new properties have been added to the Care Experienced Young People portfolio during 2022/23, with a further 18 in the pipeline for acquisition and occupation over the next 18 months.	July 2023

Brighter Futures - Support parents and guardians to care for their children well

We said we would		What we did	Updated
develop local activities funded by the Holiday Activities and Food Fund grant aimed at children who are eligible for free school meals and other vulnerable children by July 2022		Holiday Activities and Food Fund successfully delivered for December 2022 with an in person visit from DfE. A submission of 'additional funding' request was successful, this increased the original offer. An eligibility app is being tested by providers. Focus will now be on development of 'food' element of the programme.	July 2023
roll out the £1M BCP Family Investment Fund providing help for children and families to make up lost ground and restore 'lost childhoods' to viable schemes by March 2023		The fund was specifically available during 2021/2022 with services commissioned to support families. A range of services were commissioned to support young people's mental health (Listening Ear - counselling, Storm Break, The Koru Project - Art Therapy). Services for Early Help were commissioned Jamie's Farm (7-week intervention, one week on site and then support) and Clinical Support for Edge of Care Team.	July 2023
improve the number of good and outstanding assessments for children and families in crisis, showing continuous % improvement through quarterly auditing, by September 2022		An audit system is now in place which includes comments on the quality of assessments. Practice Learning Reviews are carried out monthly and there has been increased compliance within Safeguarding and Early Help for completing these. In addition, the timeliness of completing assessments has improved since 2022 in line with the Council's improvement journey.	July 2023

Brighter Futures - Prevent harm through early intervention

We said we would		What we did	Updated
complete the pilot of a 'whole school approach' to mental health and wellbeing and determine the way forward by September 2022		The Sandwell Whole School Approach has now been awarded to 11 schools across the BCP area. This Whole School Approach is a fundamental part of the Mental Health Support Team's remit.	March 2023
help young people to Prepare for Adulthood by improving the 'developing independence skills' learning offer and by strengthening the working relationships between adult and children services by March 2023		Young people over the age of 16 in care and care leavers can undertake modules to demonstrate their skills for independence through our Assessment and Qualifications Alliance scheme. This helps to prepare them for Adulthood. We have a Preparation for Employment, Education & Training Board (EET) which was founded by SEND YP and has Parents and Carers on it. They have successfully supported post-19 Internships in the Council and will focus on NEETs and NKs in 2023-24. Can be changed to blue please as complete	August 2023
support young people in their readiness to access apprenticeships and future employment in addition to increasing the apprenticeships offer by March 2023		100% of interns have found employment. New cohort of interns will start in September 2023	August 2023
proactively tackle all forms of child exploitation, including County Lines, early and effectively through preventative initiatives and effective cross council working and collaboration with partner organisations such as the police		Work with partners continues, particularly the Police, to target the children and young people most at risk of Child Exploitation. A Missing, Exploited and Trafficked Panel started in January 2023. This provides opportunities to draw together intelligence, as well as to work operationally with children, and strategically to disperse concerns.	August 2023

Performance Measures for Brighter Futures

New Measures

This is the first quarter reporting some of the new children's measures. Therefore, there is no previous trend data, and this will show as a single blue dot.

Measures with grey performance

These measures report performance but have not had a target or intervention level set.

Action Required

Education: Number of Children who are missing out on education - the number of children missing out on education (CMOE) has increased by 19% from 285 in Q4 22/23 to 339 in Q1 23/24. Reasons for this cohort are missing out on education include:

- accessing an agreed (with parents) part time timetable
- having social and behavioural difficulties
- having mental health needs
- having medical needs other than mental health

Measure	Outturn for this quarter	Target	Trend
Education: Early Years: percentage of children attending a setting rated Good or Outstanding by Ofsted	97.80	90.00	
Education: Number of children who are missing out on education	339.00	285.00	
Education: Percentage of 16-17 year olds not in education, employment or training (NEETs) and percentage of not knowns	3.70	4.70	
Education: Percentage of young people aged 16-18yrs in an apprenticeship (academic age)	6.60		
Education: Permanent exclusions as a percentage of all primary school age children	0.03	0.05	
Education: Permanent exclusions as a percentage of all secondary school age children	0.46	0.18	
Education: Primary: percentage of children attending Good/Outstanding Schools	96.60	90.00	
Education: Reduce attainment gap and improve learning outcomes for vulnerable groups at all key stages	-13.70		
Education: Secondary: percentage of children attending Good/Outstanding schools	93.30	90.00	
Education: Special Schools: percentage rated Good/Outstanding	100.00	90.00	
Social Care - Percentage of children in care with an achieved plan for permanence	47.30		
Social Care: Number of approved fostering households	271.00		
Social Care: Percentage of Children in Care attending a good/outstanding school (cumulative figure)	79.30	90.00	
Social Care: Percentage of children in care who are NEET	18.00	12.00	
Social Care: Percentage of CIN cases closed with no re-referral within 12 months	23.50	22.00	
Social Care: Percentage of good and outstanding Targeted Support assessments for children and families	71.00	70.00	
Social Care: Percentages of cyp stepped down from Early Help (targeted support) with no re-referral within 12 months	91.80	90.00	

Education: Permanent exclusions as a percentage of all secondary school age children - there has been an in increase in the percentage of secondary school aged children permanently excluded from school in Q1 23/24 (0.40%) compared to Q4 22/23 (0.30%) – increase of 24 children. A contributing factor to this increase as stated by a number of school headteachers include:

- Increased complexity in cases that schools are having to manage.
- Delays in issuing of EHCPs resulting in schools having to "hold" complex cases for longer periods than they have the capacity and resources to manage.
- Insufficient resources undermining school's ability to provide school-based support or commission external support services, for pupils at risk of exclusion.

Social Care: Percentage of Children in Care attending a good/outstanding school (cumulative figure) – Q1 2023/24 data stands at 79.3% From the children that are not attending a 'good' or 'outstanding' school, 11% are educated in schools that are yet to receive an OFSTED rating. In addition to this, 3% attend schools rated as 'Requires Improvement' and this cohort of children were already attending the school before entering care, 5% are attending an alternative provision (18 out of 324 children – out of which 9 of these children have been moved out of BCP and schools are being applied for either by a social worker/Virtual School or SEND service).

Percentage of Children in Care who are NEET there has been decrease since Q4 22/23 - 29% compared to 18% in Q1 23/24 however, the figure remains above the 16% intervention level. The NEET CIC cohort predominantly comprise of the UASC cohort that have been unable to access college provision due to an absence of ESOL courses offered between January and September. This reduction of CIC NEET in Q1 23/24 is a result of the Virtual School commissioning a bespoke ESOL course during the summer term.

Full exception reports are set out below

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Requires Monitoring

Social Care: Percentage of CIN cases closed with no re-referral within 12 months - 23.5% in Q1 2023/24 (above comparator averages – national 21.5% and statistical neighbour 22.5%). Due to the legacy of poor practice improvements will take time to be seen through the data as changes in culture and practice occur. This performance indicator is also impacted by the work required at Early Help (community) level to ensure a clear Early Help Offer and pathways to access it. The service is also closely monitoring performance data re: re-referrals within 6 months is - In Q1 23/24 this equated to 13%.

On Target

There is a mix of improving and falling performance in the measures that have been allocated a green rating. Four Monitoring Visits have been completed by Ofsted and all have evidenced improvements in the quality of practice and performance of children's social care

Brighter Futures Exception Performance Report	
Indicator Description: % of Children In Care attending a good/outstanding school	
2023/24 Q1 outturn: 79.3	**Quarterly Target:** 90%
Reason for level of performance: 11% of CIC are educated in schools who have yet to receive an OFSTED rating. 3% of our CIC attend RI schools, these are children who were already attending the school before entering care. 5% of our CIC of SSA are attending an alternative provision (18/324) and of the 18, nine have been moved out of BCP and schools are being applied for either by social worker/VS or SEND. We are waiting for a number of our schools in BCP to have an OFSTED inspection, OFSTED are aware of the need for schools to have up to date inspections and there is a focus from them to ensure this happens as quickly as possible. Were we are looking to place CIC in schools that are waiting for OFSTED inspections the VS will use the previous inspection report to support in decision making. If this previous inspection is RI or I an alternative school will be looked for to place in. In the event that there are no schools in the local area that the child is placed in that are either good or outstanding ,evidence will be gathered and views from professionals involved obtained to reassure ourselves that the school can meet the needs of the child and will then need to be signed off by VSH and Director for Education. This mirrors the CSC process for care placements.	
Summary of financial implications: Not applicable	
Summary of legal implications: Not applicable	
Summary of human resources implications: Not applicable	
Summary of sustainability impact: Not applicable	
Summary of public health implications: Not applicable	
Summary of equality implications: Not applicable	
Actions taken or planned to improve performance: Continued monitoring	
Completed by: Kelly Twitchen	
Service Unit Head approval with date:	

Brighter Futures Exception Performance Report

Indicator Description (taken from performance scorecard): Percentage of children in care who are NEET

2023/24 Q1 outturn: 18%	**Quarterly Target: 12 %**

Reason for level of performance: The percentage of children in care that were NEET in half term 5 has reduced from the previous term. An increase was seen in the previous half term due to a number of UASC needing to be placed outside of BCP and therefore no longer able to continue attending Bournemouth and Poole College. The Virtual School used PPG to set up an ESOL course in the area that the young people were placed in to ensure they had education and were no longer NEET. Our next steps in preparation for the next academic year are to increase the number of opportunities our young people have with apprenticeships with local businesses by making contact with businesses in the local area, ensuring our young people have outcomes at the end of year 11 to allow them to access the college course that they choose and having Vs staff to continue to work in the local colleges each week so that students and staff are able to access support from the team easily.

Summary of financial implications: VS have worked with B&P College to allow ESOL students to enrol in January and April as well as September to ensure that young people can attend college as quickly as possible. Prior to this students are offered online ESOL provision and if living in the BCP area additional face to face lessons with ICN. This is funded by the Virtual School.

Summary of legal implications: Not applicable

Summary of human resources implications: The increase in UASC numbers has increased the size of caseloads in the Virtual School.

Summary of sustainability impact: The introduction of PPG for all post 16 students will support funding education packages for UASC when the first arrive.

Summary of public health implications: N/A

Summary of equality implications: A suitable education is arranged and offered as quickly as possible to all young people in care in year 12 and 13.

Actions taken or planned to improve performance:

- Other alternative provisions to be explored locally to care placements
- The introduction of a lead for KS5 to closely monitor those at risk of NEET and work with local partners to increase options for those CIC in year 12 and 13.

Completed by: Kelly Twitchen

Service Unit Head approval with date:

Brighter Futures Exception Performance Report

Indicator Description (taken from performance scorecard): Permanent exclusions as a percentage of all secondary school age children

2022324 Q1 outturn: 0.46	**Quarterly Target: 0.18**

Reason for level of performance:

This is a cumulative measure that will increase throughout the year.

The latest comparative data 2021/22 shows that the exclusion rate in BCP was almost double the national average. The rate has significantly increased further when compared to the same period last year. Schools and professionals have suggested several reasons for the increase in exclusions including:

- Increased complexity in cases that schools are having to manage.
- Delays in issuing of EHCPs resulting in schools having to "hold" complex cases for longer periods than they have the capacity and resources to manage.
- Insufficient resources undermining school's ability to provide school-based support or commission external support services, for pupils at risk of exclusion.
- A perceived lack of easily accessible support services that address pupil behaviour and issues within the family and community that cause challenging behaviour.
- The increasingly widespread use of inflexible behaviour policies and punitive approaches to managing behaviour, especially within secondary schools.

Workshops took place with Headteachers in July to begin to redesign the BCP alternative provision offer, in line with the new government document – SEND and AP Improvement Plan – Right Support, Right Place, Right Time. Which promotes a model that includes tiers of AP support with early identification of need and early intervention that we then go on to reduce permanent exclusions and ensure children have the right provision to meet their needs. In September Workshops will take place with Headteachers of our registered AP schools to continue developing what our offer will look like.

Summary of financial implications: Local authorities have a statutory duty arrange education for children that are permanently excluded. If they cannot be placed in a mainstream school this will be in alternative provision. An alternative provision place will cost between £20,000 and £50,000 per year. Places are funded from the Schools High Needs Block funding, which is currently in deficit.

Summary of legal implications: Local Authorities have a statutory duty arrange education for children that are permanently excluded from the 6th day after they are permanently excluded. The high number of permanent exclusions and limited alternative provision capacity can result in the Council failing to arrange appropriate education within statutory timescales which could result in legal challenge.

Summary of human resources implications: The prevention of permanent exclusion and the placement, monitoring and safeguarding of permanently excluded children requires significant staffing resources. Presently there is insufficient capacity to perform all of these functions adequately.

Summary of sustainability impact: Evidence indicates that children and adults that were permanently excluded will require greater support from services during their lifetime.
Summary of public health implications: It has been evidenced that children that have been permanently excluded achieve less well against a wide range of health and wellbeing outcomes, both through childhood and later life.
Summary of equality implications: It has been evidenced that children who are disadvantaged, vulnerable, have additional needs and have BAME heritage are disproportionately affected by permanent exclusion.
Actions taken or planned to improve performance: • EPS/SEND/Inclusion to work with schools to ensure early identification of need, especially of SEMH • AP review including both the 'As is position' and 'What new is going to look like'. • Working alongside HTs to understand what needs to happen and ensure that they are part of the solution.
Completed by: Kelly Twitchen
Service Unit Head approval with date:

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Brighter Futures Exception Performance Report	
Indicator Description: Number of Children who are missing out on education	
2023/24 Q1 outturn: 339	**Quarterly Target: 285**
Reason for level of performance: Schools are reporting that they do not have enough resource to and support to manage the more complex and challenging behaviour that they are seeing in schools. Schools are often using part time timetables as a solution but more work needs to be done in identifying and exploring the reasons for this behaviour. There has been an increase in the number of requests for medical placements for children due to anxiety and emotional based school avoidance. There is also a need to have an agreed BCP definition of 'PMOE' so that reports are accurate and this to be shared with schools and encourage all schools to provide this data to us as it is not statutory for them to do so. Moving forward work is underway to look at how schools can support children with EBSA by the EPS and a clear pathway and referral process for accessing medical AP is being produced.	
Summary of financial implications: Not applicable	
Summary of legal implications: Not applicable	
Summary of human resources implications: Not applicable	
Summary of sustainability impact: Not applicable	
Summary of public health implications: Not applicable	
Summary of equality implications: Not applicable	
Actions taken or planned to improve performance: There is currently no direct working being undertaken to reduce this number by the council due to capacity and officers needing to be deployed to work on ensuring alternative provision is being provided and monitored with children returning to mainstream school. Looking to the future we are considering how reducing the number of PMOE could become part of the work undertaken by the attendance support team, working with schools to identify the reasons behind the need to reduce a child's education and generate individual plans on how professionals will work with the family and young person to improve attendance. We are working with the DFE to introduce 'Working Together' the recent DFE guidance for attendance.	
Completed by: Kelly Twitchen	
Service Unit Head approval with date:	

Fulfilled Lives

Helping people lead active, healthy and independent lives, adding years to life and life to years

56% of our Fulfilled Lives actions are on target or have been completed. This means just over 40% either require monitoring or action is needed to improve performance. The activities requiring action are both related to our Lifelong learing outcomes. More information is included in the following pages.

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

Under the fulfilled lives priority, the Council contributes towards many of the sustainable development and purpose goals, fostering supportive and friendly communities.

The Council continues to deliver excellent outcomes through the Food Insecurity Programme which contributes towards SDG 2, zero hunger. In March 2023 the Council's Access to Food Partnership won a Silver IESE Transforming Councils award.

Good health and wellbeing (SDG 3 and PG 8) is supported in many of the actions under this priority including with the development of a Young Carers Strategy to align with the Adult Social Care Carers Strategy. Both of these strategies look to improve the lives of carers with better accessibility, quality, and range of information available to increase take up of available support services.

Some of the activity to support quality education (SDG 4) has been delayed, with plans to develop a Lifelong Learning Strategy yet to be actioned. This would see work with partners to promote a broad learning offer for work and wellbeing, culture and arts and to increase awareness of environmental issues and sustainable living. The Education team will be working with the Department for Education and Skills to draft a strategy.

Overall Summary of Fulfilled Lives Performance to be added once update completed.

Fulfilled Lives - Support people to live safe and independent lives

We said we would		What we did	Updated
increase the proportion of adults with a learning disability with care and support needs who can live in their own home, locally, by March 2023		Further supported living services continue to be developed. A new nine bed supported living service in Poole has been completed. A Housing needs assessment for supported accommodation has been drafted to inform Housing's acquisition and development plan.	August 2023
increase the proportion of adults with care and support needs in employment, training and volunteering by March 2023		More work is needed to define and develop the BCP employment offer. Practitioners currently work using a strengths-based approach and are supporting raising aspirations. The supported employment review is being carried out as part of the wider Day Opportunities Strategic Review and is one of the six principal areas of development. It has been prioritised as one of the three top areas for further work over the coming year. Work is under way to set out a new working group under the Day Opportunities Co-production Group to move this work forward. In addition to the strategic development work, Tricuro who are commissioned to provide the COAST supported employment service are currently reviewing all those accessing the service to ensure appropriate throughput and create opportunities for people to referred into the service.	August 2023
introduce examples of assistive and digital technology for service users and carers to enable independence and enhance people's quality of life during 2022		A Programme Manager for the care technology transformation has been recruited. PA Consulting will provide additional support to set up a transformation plan and benefits framework. A new Care Technology Board has been established and now meeting regularly to steer progress against the programme.	August 2023
work with the care sector to ensure the BCP council has the right number and type of affordable care home places to meet the needs of local residents in the long term		Fair Cost of Care Published on BCP Council website. Our Market Sustainability Plan was submitted to Department of Health and Social Care in March 2023 and is also published on website.	August 2023
reduce the reliance on residential care by implementing strategies developed to modernise care sector commissioning and the development of extra care housing (ECH) during 2022		This is being achieved through Two main work areas – (1) improving access of existing resource and, (2) creating additional ECH capacity through new building. Communication channels have improved with vacancy information circulated monthly. The referral process is under review to ensure a harmonised approach to accessing ECH services across the BCP Council area. An E-brochure has been developed and is in use. The Extra Care Housing Strategy runs 2023 – 2030 and governance of this strategy is through Extra Care Housing programme board and is on track for delivery.	August 2023

Fulfilled Lives - Promote happy, active and healthy lifestyles

We said we would		What we did	Updated
develop an Active Lives statement by September 2022 to guide a future leisure centre management model, Built Facilities strategy and Access to Leisure and Learning policy		Following early market engagement in relation to the future management of leisure centres and an externally delivered options report, a paper is being presented to Cabinet recommending the future approach for the management of the inhouse and Poole leisure centres. Work on the Built Facilities Needs assessment has progressed and will feed into the development of the Local Plan and work is progressing in relation to a harmonised Access to Leisure scheme.	August 2023
increase the proportion of people with a dependency successfully accessing alcohol and drug treatment services by March 2023		Numbers in treatment for all adults have reached the government target set for 2022-23. Breaking this down into domains, the numbers of Opiates and non-opiates have met the targets set. Numbers of primary alcohol and young people are under the target set. Actions are in place to ensure that BCP meet the targets for 2023-24	August 2023
work with partners and communities to address food insecurity by March 2023		The Food Insecurity Programme continues to deliver excellent outcomes and the Access to Food Partnership has 47 member organisations. We are now in year two of the Lottery Funded project. A total of £322,000 was distributed to community food projects in the 22/23 financial year. There are 72 community food offers featured on the BCP Access to Food Map and it has been accessed over 19,870 times. In March 2023 the Access to Food Partnership won Silver IESE Transforming Councils awards following a Bronze award in 2022.	August 2023

Fulfilled Lives - Develop age-friendly communities

We said we would		What we did	Updated
work with partners to help the BCP area become registered as an Age Friendly Community with the World Health Organisation by 2024		The Council employs an Age Friendly Communities Officer who works in partnership with a range of organisations and good progress being made towards achieving registration. The Age Friendly Communities work is developing and following a similar model to the Access to Food partnership. A steering group, Forum and Network have been established, with an emphasis on an “Engage and Understand” approach by working with older adults and communities. BCP Council sit on the UK’s Centre for Ageing Better steering group due to our pro-active work in this area.	August 2023

Fulfilled Lives - Value and support carers

We said we would		What we did	Updated
increase the availability and options for time out and short breaks for carers by September 2022		This is being worked upon as part of the Adult Social Care Carers Strategy. A new carers governance board is overseeing the implementation of the strategy.	August 2023
improve the accessibility, quality, and range of information available to young carers to increase take up of the services available to support their needs		The Council is developing a Young Carers Strategy to align with the ASC Carers Strategy that was approved by Council in September 2022.	August 2023
modernise day opportunities so that all residents with care and support needs have opportunities to engage in daytime activity in both day centre and community settings, some of which will offer an important break for carers		Cabinet approved the Case for Change report in March 2023 and work on the future design is being co-produced with people who draw on support, their families, other stakeholders and providers. To ensure the full and proper view seeking and engagement of those people who use day opportunities, their families and other stakeholders, more time than was originally thought has been taken, meaning the original target date has been missed. However, their active involvement in the co-production has been invaluable in developing the draft strategy that will come to Cabinet later this year, following public consultation	August 2023

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Fulfilled Lives - Enable people to live well through quality social care

We said we would		What we did	Updated
implement a new first point of contact service for adult social care to improve online information and advice and support residents' wellbeing and independence by March 2022		A new first point of contact service has been established, although further work is required to align legacy systems. This will enable full harmonisation of business processes. Work to update website content and functionality will be undertaken as part wider corporate programme of website redesign.	August 2023
develop outreach support with GPs in community-based settings to engage earlier and improve the quality of life for those residents at risk of worsening health and outcomes by March 2022		The council is working closely with primary care networks in re-establishing multi-disciplinary meetings following the pandemic.	August 2023
support more people who wish to purchase their own care to find the most appropriate and cost-effective care home placements		The Adult Social Care self-funding team continue to support self-funders in sourcing appropriate and best value care along with the most appropriate residential care environment.	August 2023

help self-funders make informed and good value choices for the best use of their and council resources when purchasing their own care.		The Adult Social Care self-funding team continue to support self-funders in sourcing appropriate and best value care.	August 2023

Fulfilled Lives - Tackle homelessness and prevent rough sleeping

We said we would		What we did	Updated
increase move on from temporary accommodation and prevent a return to rough sleeping		Increases in structural causes of homelessness and reduced supply across the Private Rented Sector market is challenging the ability to secure move-on. This remains a priority for the Council and the Homelessness Partnership which is currently developing an action plan to tackle the issues and increase provision.	July 2023
deliver the agreed Homelessness and Rough Sleeping strategy through the established multiagency BCP Homelessness Partnership		The Homelessness reduction board is in the process of agreeing an action plan to meet its strategic priorities for next 12 months with a particular focus on families in temporary accommodation.	July 2023
secure additional government funding to maximise homelessness preventative services through 2022		Additional grant resources for Rough Sleeping were secured for Homelessness Prevention activities across a three-year programme.	March 2023
embed a multi-disciplinary approach to homelessness and health provision during 2022		The Multi-Disciplinary Team is progressing well. The tender process has not yet concluded to secure a permanent base.	March 2023
deliver a multi-agency homelessness conference to embed the vision and share thinking during 2022		A successful conference was held in September as planned which enabled the Homelessness Reduction Board to agree its key priorities for the preceding year, notably Preventing Homelessness & Enhancing Homelessness Partnership Communications. Further focused strategy sessions are being held to address the challenges relating to homelessness in BCP with a particular focus on ending the use of Bed and Breakfast for families. The work aligns to the objectives of the BCP Homelessness and Rough Sleeping Strategy and the Board continues to monitor progress, taking a multi agency partnership approach which has been identified as best practice nationally.	August 2023

Fulfilled Lives - Promote lifelong learning for all

We said we would		What we did	Updated
deliver a lifelong learning strategy by March 2023, working with partners to promote a broad learning offer for work and well-being, culture and arts and to increase awareness of environmental issues and sustainable living		The Education team now sits within Children's Services as a whole and is working with the Department for Education and Skills to draft a strategy which will be taken to Brighter Futures Board in Spring 2023.	March 2023
consider a submission to become a UNESCO Learning City in March 2023		This paper has been delayed as other actions have prioritised.	March 2023

Performance Measures for Fulfilled Lives

Data pending for:

- Waiting Lists for Care Act Assessments

New Measures

This is the first quarter reporting some of the new drug and alcohol measures. Therefore, there is no previous trend data, and this will show as a single blue dot.

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Measure	Outturn for this quarter	Target	Trend
Adult Care Services: Percentage rated good or outstanding by the Care Quality Commission	92.60	91.00	
Adult Carers: Percentage receiving info/advice or another service after an assessment	57.30	55.00	
Adult Safeguarding: Percentage reporting reduced risks as a result of an enquiry	92.60	95.00	
Adults Learning Disabilities: Percentage in receipt of support and services in employment	4.80	4.50	
Adults Learning Disabilities: Percentage in settled accommodation	77.20	80.00	
Adults Mental Health: Percentage of adults in receipt of support and services in employment	6.20	7.00	
Drug and Alcohol: Capacity – increase year on year, all adults "in structured treatment", from the baseline set in 2020/21	2,550.00	2,557.00	
Drug and Alcohol: Capacity – increase year on year, young people "in treatment" from the baseline set in 2020/21	90.00	84.00	
Drug and Alcohol: Continuity of Care – 75% of offenders leaving prison engage in treatment provision by 2025	49.00	45.00	
Drug and Alcohol: Residential Rehabilitation – 2% of the treatment population engaging in residential rehabilitation by 2025.	22.00	5.00	
Housing: Number of homeless households in bed and breakfast	240.00	200.00	
Housing: Number of people rough sleeping at latest street count	40.00	25.00	
Housing: Percentage of eligible households where homelessness was prevented within 56 days	60.00	66.00	
Housing: Percentage of eligible households with children where homelessness was prevented within 56 days	41.00	66.00	
HR: Apprentices employed by BCP Council	86.00	80.00	

Action Required

Housing: Number of homeless households in bed and breakfast - The level of households in Bed & Breakfast accommodation has been sustained from the previous quarter with a consistent level of demand over this period from both families and single people becoming homeless. The past year have seen an increase in family homelessness compared to the previous year and this trend as the cost-of-living crisis and contracting of the private rented sector (PRS) market.

Housing: Number of people rough sleeping at latest street count - BCP continues to see high demand across all types of homelessness, including rough sleeping. This remains a national issue with levels increasing after an overall reduction during and immediately following pandemic measures. In BCP however levels remain lower than comparatively to last year, although in line with previous years, seasonality is a factor, with numbers rising as Spring progresses into Summer following a reduction in the Dec-March period. The warmer period typically see's numbers rising, with a higher degree of transience and people moving through - as well as a degree to which for some people, there is less motivation to be accommodated.

Housing: Percentage of eligible households with children where homelessness was prevented within 56 days - Repossession of private rented homes, family breakdown and domestic abuse are the highest reasons for family homelessness, with the Private Rented Sector (PRS) significantly the major cause. We do recognise that more cases of homelessness have been prevented than ever before however no fault evictions have risen exponentially in the past year, coupled with an increasingly competitive and constricted PRS market where affordable supply has not provided solutions for families at the same rate as previous quarters.

Full exception reports are set out below

Requires Monitoring

Adults Learning Disabilities: Percentage in settled accommodation - Performance reflects 657 adults aged 18-64 living independently in settled accommodation. Performance is below the 2022/23 outturn of 84.7% and analysis is required to understand if this is subject to reviews taking place to confirm accommodation status.

Adults Mental Health: Percentage of adults in receipt of support and services in employment - Measure originally only captured people who were on a Care Programme Approach (CPA) i.e., a package of care for people with mental health problems, and covers areas such as medicine, money problems, housing, home support, and help to get out. CPA was decommissioned during the year. Measure now is to support all adults who are in contact with Mental Health services at the end of the reporting period. Reflects 300 people.

Drug and Alcohol: Capacity – increase year on year, all adults "in structured treatment", from the baseline set in 2020/21 - Still waiting Q1 data to be ratified by the Government. Not available until September 2550 individuals - May 23 Away day with all staff in treatment system - October 2023. To look at targets and current performance

Housing: Percentage of eligible households where homelessness was prevented within 56 days - Homelessness Reduction Board have agreed to prioritise prevention activity within the next 12 months to improve the prospects of positive outcomes

On Target

Three of the new measures concerning drug and alcohol treatment are on target.

Fulfilled Lives Exception Performance Report	
Indicator Description: Housing: Number of homeless households in bed and breakfast	
2023-24 Q1 outturn: 240	**Quarterly Target: under review**
Reason for level of performance: The level of households in Bed & Breakfast accommodation has been sustained from the previous quarter with a consistent level of demand over this period from both families and single people becoming homeless. The past year have seen an increase in family homelessness compared to the previous year and this trend as the cost-of-living crisis and contracting of the private rented sector (PRS) market. The PRS market remains increasingly difficult to access due to the reduced supply and increased rents. Families are spending longer in B&B as a result with a lack of throughput into more suitable temporary accommodation options. There is an overreliance on social housing as a solution to family homelessness, but supply is not sufficient to meet demand. This trend continues to be seen nationally and large local authorities across the country are reporting the same challenges. Temporary accommodation levels are the highest in BCP for 10 years, as is the case across England.	
Summary of financial implications: Hotel costs are being managed through the allocation of the Homelessness Prevention Grant reserve and Rough Sleepers Initiative grant in 2023/24 that support the provision of emergency accommodation and support. Consequently, less resource is being targeted to Prevention activities.	
Summary of legal implications: Families are accommodated in B&B longer than the legal limit of 6 weeks. Focused actions are in place, aimed to reduce the number of families in B&B. There continues to be an ongoing risk of Judicial review as a consequence.	
Summary of human resources implications: The Housing team are fully staffed following an intensive period of recruitment. Additional support has been commissioned to support officers who are managing increasingly complicated and traumatic situations of people becoming or those threatened with homelessness. The Housing Apprenticeship Scheme continues to grow and develop with several graduates gaining permanent employment across Housing & Community services teams	
Summary of sustainability impact: None	

Summary of public health implications: People experiencing homelessness face significant health inequalities and poorer health outcomes than the rest of the population. The homeless population face barriers to accessing health and social care services including stigma and discrimination, a lack of trusted contacts, and often more rigid eligibility criteria for accessing services. This can include families staying in insecure housing settings and temporary accommodation.

Targeted approaches to support homeless families have the same standard of health and social care as those in settled housing, are required. A range of national and good practice guidance exists which emphasises the importance of understanding the specific needs of families, so health and social care professionals can provide them the services they require in a sensitive and flexible way.

Summary of equality implications: The Homelessness & Rough Sleeping Strategy which underpins the approach provided to families and potential families reflects on protected characteristics and other vulnerabilities, seeking to achieve positive outcomes for all. An Equality Impact Assessment outlines the need to ensure families with certain characteristics require additional help and support accessing the services they need, particularly when homeless.

Actions taken or planned to improve performance: The Homelessness Reduction Board are finalising priorities for the next 12 months and to appraise current strategy action plan. A deep dive and review of the approach to family homelessness has been undertaken. The following future options will be included within that strategy discussion to support reduction in Bed & Breakfast use and reducing time spent in other TA.

Prioritise interventions which are most effective at Preventing family homelessness. This includes improving our early help support offer to families where threat of homelessness triggers are identified and working with landlords whose tenants breach tenancy or license conditions.

Appraise a range of different temporary and settled accommodation solutions which increase suitable and affordable homes for families. To consider interim use of existing development sites and different models of build, such as modular construction as well as extended landlord incentive schemes and leasing models.

Complete a value for money review of existing temporary accommodation. Identifying processes and procedures which could be improved, such as how we use hostels, furnished homes for TA and provide homes for people, their pets and belongings.

Commission ‘Oracle’ (homelessness lived experience group, BCP Homelessness Partnership) to engage families impacted by homelessness and experiencing temporary accommodation to provide valuable insight to inform future temporary accommodation arrangements.

As a result of the current activity in regard to performance improvement in this area, the target is under review and will be reported in the next quarterly update.

Completed by: Ben Tomlin, Head of Strategic Housing and Partnerships

Service Unit Head approval with date: 3/8/23

Fulfilled Lives Exception Performance Report	
Indicator Description: Housing: Number of people rough sleeping at latest street count	
2023-24 Q1 outturn: 40	**Quarterly Target:** 25
Reason for level of performance: BCP continues to see high demand across all types of homelessness, including rough sleeping. This remains a national issue with levels increasing after an overall reduction during and immediately following pandemic measures. In BCP however levels remain lower than comparatively to last year, although in line with previous years, seasonality is a factor, with numbers rising as Spring progresses into Summer following a reduction in the Dec-March period. The warmer period typically see's numbers rising, with a higher degree of transience and people moving through - as well as a degree to which for some people, there is less motivation to be accommodated. In comparison with other parts of the country new cases are relatively low as a proportion, however, locally we do see a high number and proportion of long-term cases. In this context long term does not only include those who have been rough sleeping for a long, singular period but also those whose situation has not been sustainably resolved, and who have not remained in accommodation, being seen rough sleeping in 3 months or more out of the last 12. This group drives numbers up, and currently accounts for typically 60% or more of any single night count.	
Summary of financial implications: The Council has been allocated £6m Rough Sleepers Initiative grant over 3 years to provide support and accommodation to prevent rough sleeping and to provide a range of services for people who rough sleep.	
Summary of legal implications: None	
Summary of human resources implications: In May 23 we received confirmation of additional funding from DLUHC. This funding will enable recruitment of an additional Principal officer with a specific rough sleeping focus	
Summary of sustainability impact: None	
Summary of public health implications: People who are rough sleeping have disproportionate levels of health needs, often chronic. These are exacerbated the longer that people remain out and include physical health needs as well as mental health issues. In addition, there are often related substance dependencies with the further health implications these bring. A focus of the work as a Homelessness Partnership relates to more holistic support, with health care being a crucial part of this, especially with its links to early engagement and acceptance of help. A multi-Disciplinary Team has now been in place for one year to further enhance joined up case management. There is an Away Day in Sept to review this with stakeholders and consider any areas to further improve the effectiveness of this work	
Summary of equality implications: Many people who rough sleep and need emergency accommodation and welfare assistance have complex health needs and complex behaviours. Improving their own opportunities to secure longer term independence and improvements in health and wellbeing, whilst ensuring the wider community impact is lessened remains a priority. Person centred interventions are provided with a range of partners. A range of minority groups are disproportionately impacted by homelessness for which targeted support interventions are in place.	

Actions taken or planned to improve performance:

- Recent HRB (Homelessness Reduction Board) away day identified reducing and preventing long term cases as one of two immediate priority areas, alongside families in Temporary Accommodation.
- Reconnections Task Force (BCP Council, St Mungo's, Faithworks) being established with DLUHC funding to increase focus on this area.
- Multi-Disciplinary Team now well established which includes focus on most significant long term and disadvantaged people who are rough sleeping. Away Day in Sept to ensure this is having maximum impact.
- Prevention Action Group has led to some positive outcomes re a Landlord Forum and community hub work at Henry Brown Centre in West Howe. Work to minimise unplanned departures from supported housing being developed.
- This work to end evictions to the street in all but the most extreme cases.
- SHAP (Single Homeless Accommodation Programme) application submitted to DLUHC to deliver further housing first and housing-led accommodation for the long-term group, and related cohorts.
- New Principal Officer to operationally lead on rough sleeping specifically – DLUHC funded.
- Off the Street hostel accommodation service opened in July.
- Off the street hostel accommodation 4 service due to open in Autumn.
- Ferryman Flats (Rough Sleeping Accommodation Programme) ready by Sept 23, and will accommodate 10 people

Completed by: Fraser Nicholson, Homelessness Partnership Coordinator

Service Unit Head approval with date 3/8/23

Fulfilled Lives Exception Performance Report

Indicator Description (taken from performance scorecard): Percentage of positive outcomes for families with children achieved on time

2023-24 Q1 outturn: 41%	**Quarterly Target: 66%**

Reason for level of performance: Repossession of private rented homes, family breakdown and domestic abuse are the highest reasons for family homelessness, with the Private Rented Sector (PRS) significantly the major cause. No fault evictions have risen exponentially in the past year, coupled with an increasingly competitive and constricted PRS market where affordable supply has not provided solutions for families at the same rate as previous quarters.

Keeping families in their homes through intervention and prevention activities and support continues to have some success, however this is increasingly challenging due to market conditions which are a result of the recent fiscal impacts on private landlords and extended families financial tolerances to keep families in their homes. Private rents are increasing which has led to more homes becoming unaffordable, landlords are exiting the market and there is an increasing move to short-term and holiday lets in the market that have impacted performance. The impact of the upcoming Renters Reform Bill is also believed to be responsible for a shrinking of the market with many landlords selling up and moving out of the business altogether due to a new legislative framework and set of regulations. Demand is therefore increased overall and positive outcomes for families threatened with homelessness are harder to achieve.

An increase in homelessness enquiries from families has resulted in the overall proportion of families moving into a settled housing solution having reduced and placements into interim accommodation (B&B's and Hotels) have increased significantly in the last year.

Summary of financial implications: Increase in B&B and hotel use has been managed through the direct government grant that supports the provision of emergency accommodation and support. There is a forecasted financial pressure in the medium-term financial plan assuming demand continues to increase at the same rate as in the past 12 months.

Accommodating families for longer than the legal limit of 6 weeks also brings a risk of Ombudsman challenge with the potential for significant financial implications.

Summary of legal implications: The Council has a statutory duty to prevent and relieve family homelessness, for which a range of regulations are laid down concerning the reasonable steps required to discharge these duties. Increased demand from families in temporary accommodation could lead to legal challenges around the length of stay this is provided.

Authorities are required to produce and agree a B&B elimination plan with DLUHC should they have more than five families in B&B accommodation for longer than the legal six week legal limit. BCP have a plan in place which is under review by DLUHC at 6 weekly intervals.

Summary of human resources implications: The Housing team are fully staffed following an intensive period of recruitment. Additional support has been commissioned to support officers who are managing increasingly complicated and traumatic situations of people becoming or those threatened with homelessness.

The Housing Apprenticeship Scheme continues to grow and develop with several graduates gaining permanent employment across Housing & Community services teams.

Summary of sustainability impact: None

Summary of public health implications: People experiencing homelessness face significant health inequalities and poorer health outcomes than the rest of the population. The homeless population face barriers to accessing health and social care services including stigma and discrimination, a lack of trusted contacts, and often more rigid eligibility criteria for accessing services. This can include families staying in insecure housing settings and temporary accommodation.

Targeted approaches to support homeless families have the same standard of health and social care as those in settled housing, are required. A range of national and good practice guidance exists which emphasises the importance of understanding the specific needs of families, so health and social care professionals can provide them the services they require in a sensitive and flexible way.

Summary of equality implications: Families who experience homelessness often have more health and social care needs and often have experienced trauma. Improving opportunities to secure longer term settled housing improves health and wellbeing, whilst ensuring the wider community impact is lessened remains a priority. Person centred interventions are provided in partnership with a range of statutory & non-statutory partners, notably working together with Early Help Children's services.

It is recognised that people from Black, Asian and other minority ethnic backgrounds may be at greater risk of homelessness for a variety of socioeconomic factors. People with existing health conditions in families may be more vulnerable to the impacts of homelessness. It is recognised that single parent women and men make up a high number of homelessness applicants.

Women and men have different experiences of homelessness. Women are disproportionately likely to be victims of domestic abuse and become homeless because of domestic abuse. They are also more likely than men to become homeless with their children.

A range of minority groups are disproportionately impacted by homelessness for which targeted support interventions are in place.

Actions taken or planned to improve performance:

- Communications strategy delivery to improve relationships to the private rented sector in place. Supporting procurement of new homes and sustainment interventions for landlords considering eviction.
- Prevention hub and Landlord forums in development to improve access to and relations with PRS.
- Move-on planning for families accommodated will aim to reduce households in B&B & reduce number of families accommodated beyond the 6 week legal limit. This includes in depth scrutiny and audit of cases by and appropriate level manager.
- A whole family assessment model for families impacted by homelessness will be disseminated across Housing Options services.
- Social rented allocations have increased family move-on within BCP Homes.
- Targeted intervention for existing Social Housing tenants under-occupying large family homes with a review of priority for allocation of smaller homes
- Homelessness Emergency Accommodation provision repurposed for families.
- Effective governance arrangements are in place through the Homelessness Reduction Board and Partnership.
- Core Cities forum engagement to share & learn of best practice with DLUHC, Crisis and other Local Authorities.
- Homelessness Reduction Board annual delivery plan review underway which identifies family homelessness as the key priority for the next 12 months.

Completed by: Sam Hawes, Housing Response Manager

Service Unit Head approval with date: 3/8/23

Modern Accessible Accountable Council

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

67% of our Modern Accessible and Accountable Council actions are on target or have been completed. 33% require monitoring. Good progress has been made with improving our intergrating our customer services functions in Poole and Christchruch libraries providng residents in those areas with local access to our services. More information

Progress towards associated Sustainable Development Goals (SDG) and Purpose Goals (PG)

Planned activity for the Council's modern, accessible, accountable priority will help to foster the ethos underpinning the sustainable development goals and purpose goals. For example, this is demonstrated in the development and implementation of the People Strategy which promotes good health and wellbeing for staff (SDG 3 and PG 8).

The Council continues to promote inclusion, equality and diversity (SDG 10 and PG 14), through the flexible working offer, with a relatively high percentage of part-time staff, the majority of whom are female.

Open recruitment (PG 5) and fair career progression (PG 6) is enhanced by the use of independent observers in the Council's recruitment processes for senior roles.

Implementing the action plan from the Corporate Peer Challenge supports the development of SDG 16, peace, justice and strong institutions. This is one way in which the Council seeks to become a strong institution, with a number of other activities also taking place, such as the review and harmonisation of all major service strategies and policies and the implementation of a new operating model. This goal is further advanced by the Council's community engagement activities, ranging from providing advice and delivering events and activities, to building relationships with community groups and finding new partnerships and communities to work with.

Modern Council

We said we would		What we did	Updated
complete the review and harmonisation of all our major service strategies and policies by end of 2022		The ongoing process of policy harmonisation and creation has ensured 180 policy documents are in place across the Council and a further 13 will be in place within the next 12 months.	March 2023
continue the implementation our new operating model and invest in new technology and ways of working so residents and customers have better services with a target of full implementation by April 2025		The three key technical projects are on track for delivery in 2023/24 with Dynamics Finance & Operations going live in April. The Customer Relationship Management System (CRM) is due to go live in the new year and the new Data and Insight platform now live and being developed.	March 2023
continue to implement our People Strategy to support the development of our values and behaviours and modernise our working practices to enhance service delivery for our residents		A review of progress on all items within the people strategy has been undertaken as the strategy has an end date of 2023. Great progress has been made. Some continuation and embedding is needed in specific areas. An updated strategy is now being drafted covering the next 4 years.	March 2023
implement the Pay and Reward Strategy and achieve the harmonisation of pay by April 2024		The latest pay and reward offer has been presented to the trade unions. Confirmation is awaited that they will proceed to ballot their members	March 2023
complete the refurbishment of the former Bournemouth Town Hall to become the BCP Council Civic Centre by the end of 2022		BCP Civic Centre East and West wing meeting room refurbishment works are complete. The main staircase has undergone redecoration and access to the building has returned to normal. Remaining areas of the West wing, including the council chamber are subject to feasibility work to determine the final phase of works	July 2023
develop and implement the Corporate Asset Management Plan to establish a fit for purpose estate by the end of 2022, capable of supporting the council's ambitions for how we use our buildings to deliver the right service, in the right places with the right facilities for our community and customers.		The Corporate Asset Management Plan (Light) has been approved. In March Cabinet also approved the Community Asset Transfer (CAT) Policy	March 2023

Accessible Council

We said we would		What we did	Updated
adopt an inclusive Customer and Digital Strategy that builds on BCP Council's commitment to the Local Digital Declaration and meets "Best in Class" standards for digital service design in 2022, including the continued development of the BCP Council website		Customer & Digital Strategy is in place. Initial foundational elements of the council's new customer relationship management system are completed. Next stage is to develop the technology so that all services can take advantage of new digital channels for Pay, Tell, Report, Register and Apply, and this workstream is now progressing. Website is currently being redesigned with target launch date of January 2024, but subject to ongoing development as new digital functionality becomes available	August 2023
continue to develop and improve technology to allow live streaming and remote participation for all public meetings during 2022		A dedicated meeting space has been provided within the BCP Civic Centre Annex in Bournemouth as an interim space for all meetings other than full council. This has been set up to enable live streaming. Civic rooms (Phoebe, Royal Hants & Room 115) in the BCP Civic Centre are now refurbished and fitted with audio-visual meeting technology and available for use.	July 2023
complete the integration of our corporate customer services function within Christchurch, Poole and Bournemouth libraries through 2022		This action is complete for Poole and Christchurch but a decision has been taken not to proceed with the same change for Bournemouth due to cost implications, and the ongoing availability of a comprehensive customer front door within the BCP Civic.	August 2023
promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Dorset employers		There has been no significant change in the make-up of our workforce. The council continues to promote inclusion, equality and diversity, offering & supporting flexible working so employ a relative high percentage of part-time staff, the majority of whom are female. The launch of our new Dynamic's F&O system provides an opportunity to encourage colleagues to review and update their information.	March 2023
introduce independent observers, stakeholders and service users to the recruitment of senior officer posts by March 2022		Independent observers are now used in the recruitment processes of senior roles.	March 2023

Accountable Council

We said we would		What we did	Updated
proactively engage our communities to inform policy and future decision-making via regular residents' satisfaction surveys, utilising digital tools to engage with new audiences		The council has managed and supported approximately 38 consultation or pre consultation engagement exercises varying in size and scale including running our first budget engagement exercise which involved approximately 1,500 participants. A variety of digital engagement methods have been used including online questionnaires, ideas wall, interactive maps to engage with our residents and stakeholders.	March 2023
utilise Lead Member roles and Member Champions to engage with identified priority groups		Through the community engagement function over 32 community engagement interventions, projects, and initiatives have taken place over the last year. This could be anything from providing advice and guidance, training, delivering events and activities, building relationships with community members and groups, and finding new partnerships and communities to work with.	March 2023
develop and implement a Corporate Peer Challenge action plan for review by summer 2022		Members of the Peer Team returned for a short onsite visit in December 2022. Their progress report was received by Cabinet in March 2023 which recognised the positive steps the council had made against the action plan agreed by Cabinet in April 2022.	March 2023
continue to respond to community needs and covid related issues		Work has been completed on the council's Covid response and resources were diverted to support our Winter Resilience programme.	March 2023

Performance Measures for Modern Accessible Accountable Council

Measure	Outturn for this quarter	Target	Trend
Communications: Email news average open rate	54.00	50.00	
Communications: Total number of social media engagements	110,762.00	115,000.00	
Customer: Percentage of all interactions raised by online portals	90.00	85.00	
Customer: Percentage of calls to corporate contact centre answered	88.00	80.00	
Equalities: Percentage of equality data collected from staff	64.90	70.00	
Finance: Percentage of successful grant applications	2.00	75.00	
Finance: Percentage of business rate collected	31.00	24.50	
Finance: Percentage of council tax collected	28.00	24.40	
HR: Employee sickness absence levels (days)	11.74	11.00	
HR: Staff turnover	13.60	12.00	

Action Required

Finance: Percentage of successful grant applications - An application to the Dept for Business, Energy & Industrial Strategy for the Home Upgrade Grant (HUG) was successful. This grant will provide energy efficiency upgrades and low carbon heating to households via local authority funding. This was a joint bid with Dorset council and the split of grant between Dorset and BCP is yet to be finalised. Once this has been agreed this can be reflected within the actuals figure

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See exception report below

Requires Monitoring

Communications: Total number of social media engagements – This quarter covers April which was pre-election period where communications are restricted to protect the integrity of elections and consequently saw a large reduction in communications activity.

Equalities: Percentage of equality data collected from staff – Plans are being developed to determine opportunities for 100% data completion. The figure includes collection rates for Disability, Ethnicity, Religious Belief, Sexuality on HR record or updated via Employee Self-Service.

HR: Employee sickness absence levels (days) - This is the absence rate at quarter-end based on the previous rolling 12 months.
Sickness Reporting from F&O is currently being validated; this figure has been calculated based on data in payroll due to some ongoing issues with absence recording & reporting in F&O.

HR: Staff turnover - Higher levels of turnover are mainly attributed to Childrens Services in the last 12 months. Market forces pay review undertaken for Childrens services and review underway for other interventions that will aid recruitment and retention.

On Target

It is not possible to report on the following indicators as we did not undertake a resident's survey during 2022/23.

- Engagement: Residents' satisfaction across all services
- Engagement: Residents' levels of trust in BCP Council

It is not possible to report on the latest engagement figures as they are not published until mid-July.

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Modern, Accessible and Accountable Council Exception Performance Report

Indicator Description (taken from performance scorecard): Finance: Percentage of successful grant applications

2023/24 Q1 outturn: 2%	**Quarterly Target: 75%**

Reason for level of performance: No bids submitted 23/24. Outcomes pending are for bids applied for in 2022/23 and of these only 2% have been successful based on the numbers below.

Q1 - Stats from the bid register as below

Bid Status	Value	%
Successful	£89,000	2%
Unsuccessful	£902,000	20%
Total applications	£4,491,000	100%

Summary of financial implications: Less external funding available to support delivery of BCP projects (capital/revenue) putting additional financial pressure on Council resources.

Summary of legal implications: N/A

Summary of human resources implications: /A

Summary of sustainability impact: N/A

Summary of public health implications: N/A

Summary of equality implications: N/A

Actions taken or planned to improve performance: Prompt Service Areas to continue to apply for more grants to provide the additional funding options available to the Council.

Completed by: Acqusilia Mudzingwa **Date: 17/8/23**

Service Unit Head approval with date: Nicola Webb **23 August 2023**

CABINET

Report subject	**The future of BCP FuturePlaces Ltd, investment and development**
Meeting date	27 September 2023
Status	Public Report
Executive summary	This report makes recommendations following a review of BCP FuturePlaces Ltd's (FuturePlaces) work programme and business plan to enable BCP Council to deliver financially sustainable investment and development.
Recommendations	**It is RECOMMENDED that Cabinet:** **a) Agrees the outcome of the FuturePlaces business plan projects' review, as set out in Table 12.1.** **b) Agrees to Option 1, the closure of FuturePlaces company and the bringing in-house of the development and investment activities of the company.** **c) Agrees the principles, as set out in Appendix 3, to be applied to the closure of FuturePlaces financial accounts in respect to work in progress.** **d) Delegates to the Director of Finance in consultation with the Chief Operations Officer, Portfolio Holder for Finance and Leader the implementation of these decisions and application of these principles (Appendix 3) to enable closure of FuturePlaces accounts and to report the final outcome position back to Cabinet.** **e) Notes the estimated range of between (£2.23m) and £1.24m for the orderly closure of FuturePlaces accounts after the provision already made.** **f) Notes the £636k additional cost for the in-house delivery of development for the period 1 November 2023 to 31 March 2024.** **g) Agree to include in the proposed general fund base revenue budget of the council, from 2024/25 onwards, £1.526m to recognise the additional cost for the in-house delivery of regeneration accompanied with a principle of capitalising such costs where appropriate to do so.**

	It is RECOMMENDED that Cabinet recommend that Council: **h) Approves the disposal of the former civic offices in Poole and Christchurch on such terms to be approved by the Chief Financial Officer, also acting in his capacity as Corporate Property Officer, in consultation with the Portfolio Holder for Finance.**
Reason for recommendations	To achieve the corporate vision of delivery of dynamic places. To respond to the DHLUC governance review report, in particular the recommendation to set out a clear portfolio of projects with timescales for delivery for FuturePlaces, and to meet the ambitions of the new administration. To exercise appropriate controls on commitments for expenditure on development and to facilitate the Council taking the leading role on delivery of investment and development projects.
Portfolio Holder(s):	Vikki Slade, Leader and Cabinet Member for Dynamic Places
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Jess Gibbons, Chief Operations Officer Sarah Good, Head of Delivery
Wards	Not applicable
Classification	For Decision

Background

1. In May 2021 BCP Council's Cabinet agreed to set up an Urban Regeneration Company (URC), FuturePlaces. The reasons for this decision are set out in the May 2021 report as:

a. To enable greater focus and capacity for realising the significant opportunities for delivering homes and jobs on sites owned, or controlled, by the council and increasing the scale and pace of delivery.

b. The current internal capacity of the council is not sufficient to deliver the scale of ambitions set out in the Big Plan and additional support and expertise is required, which after an options appraisal, is considered to be best met by creating a URC.

2. In October 2021 BCP Council's Cabinet agreed the initial commissioning model and business plan for FuturePlaces, inclusive of a commissioning plan (Background paper).

3. In June 2022 Cabinet agreed a revised business plan and funding mechanism for FuturePlaces. This included an increase in the working capital loan facility from £400k to £8m from July 2022 aligned to an alternative payment mechanism based on approval of project business cases leading to the achievement of a capitalisation

event (where the cost can be included in the future value of the asset) or other value realisation event (i.e., a sale) and a recommendation to Council to approve the FuturePlaces business plan. The revised funding model enabled the Council to charge all FuturePlaces costs through capitalisation of the project costs if they were legitimate charges for developing specified capital projects. This enabled the Council to remove any revenue provision from its budgets, reducing the net cost to the Council in revenue terms. The projects agreed in both the October 2021 and June 2022 business plans are set out in Appendix 1.

4. The setting up of FuturePlaces allowed the Council to increase its capacity to manage and deliver development projects across the BCP area and enabled professional expertise to be attracted into the area which has clearly benefited the ambition and aspirations around place-making and the stewardship model. The expertise has been applied to a wider range of development objectives than was originally envisaged and that has enabled a more aspirational approach to be taken to investment and redevelopment projects ranging from the Holes Bay former power station site to the Boscombe masterplan utilising the Towns Fund. However, the economic environment has changed, and we are no longer in a period of readily available capital investment and low interest rates and the Council needs to focus its resources on the delivery of key sites.

5. Since 2021 BCP's financial position has been increasingly challenging. During 2022 the then Leader requested the Council apply for a Capitalisation Direction from the Department for Housing, Levelling-up and Communities (DHLUC) under the Exceptional Finance Support scheme to fund the Transformation programme. As part of this direction DHLUC required an independent governance review of the Council, which included the Council's governance of FuturePlaces and how it had applied its objectives.

6. Up to July 2023 FuturePlaces have drawn down £4.75m from the loan facility for delivery of work towards their business plan. Subject to cashflow requirements over the next 6 months FuturePlaces are forecasting a further £500k to cashflow the continuing activities during close down, or more for a continuing model. Five projects have moved to Outline Business Case: (1) the former college site at Constitution Hill, was approved to proceed to Full Business Case via an Officer Decision Record and is being progressed by the Council's Housing Delivery Team, (2) the Chapel Lane Car Park and (3) Beach Road Car Park Outline Business Cases were approved to progress to Full Business Case by Cabinet on 8 February and 8 March 2023 respectively, whilst the Christchurch (4) and Poole (5) Civic Centres were approved by Cabinet on 8 March 2023 but deferred for a decision by Council until after the election. The Council, under the revised funding model, has paid £546k to FuturePlaces for the development of these schemes from prudential borrowing. For further information on all the work delivered by FuturePlaces please refer to the FuturePlaces annual review (link provided in background papers).

7. The DHLUC governance review report was published on 3 August 2023 alongside a Best Value Notice to BCP Council. The review recommended that "The Council agrees a business plan for BCP FuturePlaces Ltd by September 2023 which sets the purpose of BCP FuturePlaces Ltd and a portfolio of priority projects with timescales for delivery."

8. The governance review report states that "*some concerns have been expressed to me about the transparency of the governance of BCP Future Places Ltd. The original governance structure did not reflect good practice in terms of governance and elected*

Members were too involved in the day-to-day operational management of the company and in commissioning activity. BCP Future Places Ltd now has an independent chair and three new non-executive directors. There have also been concerns expressed about mission creep and a lack of clarity around the priority projects. The new Chair and Board of BCP Future Places Ltd recognise this and are committed to working to build positive relationships with Councillors and officers. The Chair (then Sir Bob Kerslake, who sadly passed away, following which this was taken up by the interim Chair Karima Fahmy) has initiated a review of key aspects of the work of BCP Future Places Ltd and has begun the process of developing a Business Plan for agreement with the Council. The Council should review its original purpose for BCP Future Places Ltd and agree an annual business plan which sets out clear priority projects and timescales for delivery."

9. The findings of the review carried out by FuturePlaces non-executive directors can be found at Appendix 4.

10. Several economic factors have significantly changed since the decision was made to set up a BCP Urban Regeneration Company these include:

    a. The cost-of-living crisis including rising energy and fuel costs.

    b. The rising cost of construction.

    c. Rising interest rates increasing the cost of borrowing.

    d. Worsening financial position for BCP Council, including a £44m gap in the MTFP in 2024/25, alongside a depleted reserves position.

    e. Rising demand for social and affordable housing with increasing numbers of individuals, couples and families presenting to BCP Council as homeless or facing homelessness.

    f. Demand for housing from Government Refugee schemes.

    g. Housing affordability ratio becoming increasingly poor in the BCP area compared to UK average.

11. As the economic environment has changed the mitigation of risks in the FuturePlaces funding mechanism and operating model have become more difficult to manage. These risks include:

    a. Capitalisation can only be applied to capital work delivery. It is not applicable to revenue-based work such as public workshops (charettes), planning frameworks and reference masterplans unless they generate a capitalisation event, where the cost can be included in the future value of the asset. All costs may be capitalised if procured as part of a package of advice if associated with an approved capital scheme. The changing economic climate is impacting on how quickly projects get to a capitalisable point in time.

    b. Where a capitalisation event does not occur following works completed by FuturePlaces it is difficult for BCP Council to pay these revenue costs within the June 2022 agreed funding mechanism. However, it should be noted that some of these projects, such as charettes and planning frameworks may contribute to enabling the wider programme, including specific capitalisable events.

    c. While the agreement of a "three times cost" charge was market tested and shows value for money when applied to FuturePlaces internal and staffing

costs, its application to work commissioned by FuturePlaces adds unnecessary cost to the Council and cannot represent best value.

d. The Council has awareness of expenditure through a range of mechanisms within the governance model but can only control FuturePlaces' expenditure through the agreement of the annual business plan at Cabinet. The company has control of expenditure decisions between the annual approval processes.

e. FuturePlaces value is held in its Intellectual Property (IP). The Company seeks to protect its IP to protect its financial position. In practice this means FuturePlaces is minded to only release final reports to its customers on confirmation of payment for work. This runs counter to the shareholder agreement which enables the Council to access any documentation on request. This juxtaposition has become increasingly challenging for the Company and Council to navigate over time.

Current position

12. Since the Three Town's Alliance came into administration the Leader, and the Lead Member for Regeneration Projects have been working with officers and FuturePlaces to review the position of each of the projects identified in the FuturePlaces business plan and assessing how they should be taken forward. Table 12.1 sets out this assessment.

Table 12.1 Outcomes of review of Future Places projects and proposed next steps.

Ref in FP BP	Site	Next steps
1.	Beach Road Car Park	Estates Team to progress to sale of southern part of site for residential development. Infrastructure and Commercial Teams to maintain northern car park and progress scheme for improvements.
2a, b, c	BIC/Winter Gardens	Continue under development delivery model to be agreed by Cabinet. Note: The Winter Gardens site is included in the BDC option agreement.
3.	Boscombe phase 2	Stop and reconsider on completion of Towns Fund programme.
4 a, b	Chapel Lane	Continue under development delivery model to be agreed by Cabinet.
4 c, d, e, f	Poole Old Town and Quay	Continue with outline design for the quay public realm improvements to be led by Infrastructure.
5.	Christchurch Civic Offices	Estates Team to progress to sale.
6.	Poole Dolphin Leisure centre (formerly part of the Heart of Poole Scheme)	Priority delivery project. Continue under development delivery model to be agreed by Cabinet.
7 a, c, d	Holes Bay former Power Station	Priority delivery project. Continue under development delivery model to be agreed by Cabinet.

7 b	Carters Quay	Activity passed to Housing delivery team.
8.	Poole Civic Centre	Estates Team to progress to sale.
9.	Turlin Moor	Housing delivery team to review viability and Homes England appetite to support.
10.	Wessex Fields	Reassess options under development delivery model to be agreed by Cabinet.
11.	Port of Poole	Pause options on the possible marina development. Review in late 2025.
12.	Constitution Hill	Passed to Housing delivery team under previous decision.
13.	Extra Care Village	Stop investment and development input.
14. a	Cotlands Road and Lansdowne	Continue under development delivery model to be agreed by Cabinet. Note: The Cotlands site is included in the BDC option agreement.
16.	Poole Station Quarter	Longer term project to progress under development delivery model agreed by cabinet. Rename as Poole Town Centre North to reflect the wider town centre north area and infrastructure.
17.	Seafront	Completed work to be passed to Destination team.
18.	Thematic studies, not site specific	Stop.
19.	Cross cutting projects not site specific	Stop.

13. Cabinet approved Outline Business Cases produced by FuturePlaces for both the Poole Civic Campus and the Christchurch Council Offices on 8 March 2023. However, Council deferred a decision to progress the development of Full Business Cases until after the election. As part of this report, Council approval is sought for the disposal of these sites. In accordance with the Council's capital strategy the net receipts from these disposals, after taking account of all relevant disposal costs, will be made available to fund the Council's Transformation Investment Programme. The disposal will reduce the need to sell income generating assets to fund the Transformation programme. This course of action will mean the recommendations within the previous business cases for these assets, prepared by FuturePlaces, will not be taken forward, the council will lose direct control of the place-shaping of these sites but will no longer be subject to the development and investment risk associated with these assets.

14. Cabinet also approved the Beach Road Car Park Outline Business Case produced by FuturePlaces on 8 February 2023. It is proposed that should Council agree to progress Option 1, as set out in this paper, then the Estates and Infrastructure teams will bring forward a report to Council in December setting out recommendations to modernise and improve the northern section of the site to be

retained as public car parking and to dispose of the southern section of the car park on the open market, subject to a future cabinet resolution to appropriate the site for planning purposes.

Options for future delivery of development and investment in Bournemouth, Christchurch and Poole

15. The Council has been reviewing the options for taking forward the development and investment agenda across the BCP area in a more controlled and cost-effective manner, with a focus on delivering priority project sites. While the breadth of delivery and intellectual application of the stewardship approach have been strong, and the agenda has been widely recognised as appropriately aspirational and well-articulated. FuturePlaces has not resulted in the release of key sites sufficiently quickly (e.g., Beach Road car park) or the rapid delivery of outcomes on the key sites, such as the Holes Bay former power station site, or a tangible deliverable proposal for the development of key economic drivers such as the Bournemouth International Centre or Wessex Fields.

16. Table 12.1 sets out a more focused and achievable investment and development programme across the BCP area in line with the changing economic environment and the change in priorities and clarity of focus from the new administration. This position has been achieved through collaborative working between BCP Council and FuturePlaces using the knowledge and skills of both organisations.

17. There are many models and means of Councils taking forward development. There are different variations on the options set out in this report. Following careful consideration, the following four options for the future delivery of BCP Council's reprioritised development programme, are considered to be the key options for Cabinet to review and consider.

Option 1: The closure of FuturePlaces company and the bringing in house of the development and investment activities of the company. *Recommended.*

18. While internal capacity of the council may not have been sufficient to deliver the scale of ambition set out in the Big Plan and shown in the Future Places original business plan (Appendix 1) with the revisions to this programme (Table 12.1), and a carefully managed transition of the FuturePlaces work and team into the Council, this should no longer be the case.

19. By internalising and integrating these functions, the Council will be able to bring together our current in-house Housing Delivery team, our Council Newbuild Housing and Acquisition Strategy, and our delivery team with Investment and Development functions. This will enable greater focus and capacity for delivering homes and jobs on sites owned, or controlled, by the council and the new team to build on the value of the work completed and initiated by the FuturePlaces team.

20. The Housing Delivery team have a strong track record of delivery and completion of schemes on the ground for example: 45 active development sites through its Council Newbuild Housing and Acquisition Strategy (CNHAS) – 5 completed, 10 on-site/under construction, 7 with planning permission for 275 homes, 26 at substages along the feasibility pipeline. In total a potential of 1150+ homes. The street acquisition programme has delivered 89 homes since mid-2021 for a variety of needs groups. 145 homes have external DLUHC grant associated with them – 40

for the Rough Sleeping Accommodation Programme (successfully delivered 2021-2023) and 70 for the Single Homelessness Accommodation Programme (to be delivered 2023-2025) and 35 for the Local Authority Housing Fund (Q4 2022/23 -Q4 2023/2024).

21. The Council's internal development programme team have a strong track record of commissioning and programme management, as evidenced by the progress of our £22m Town Deal in Boscombe, and delivery of award-winning major development schemes via the Council's joint venture the Bournemouth Development Company in partnership with Muse Places.

22. The FuturePlaces team, brought into the Council, will bring with them the project development and design quality management practice they have evolved, the detailed knowledge they have formed of the development projects and potential investors and developers, alongside a strategic view of stewardship and long-term investment partnerships. This will be helpful in relation to the former power station site at Holes Bay, Wessex Fields, the Bournemouth International Centre (BIC), and Poole Dolphin Leisure Centre, where project due diligence has been undertaken already.

23. Under a new Investment and Development Director, the new Development Team and those moved in-house will be able to work transparently and openly to ensure focused delivery on the ground of the development programme set out in Table 12.1.

24. Together these teams will be able to take advantage of opportunities such as the Brownfield Infrastructure Land Fund (BIL) and preserve public and private investor confidence in the delivery of development by BCP Council.

25. Part of development delivery considerations moving forward will be a more focused strategic and operational relationship with Homes England. A broad spectrum of sites will be eligible for capital grant support. Discussions are taking place between Council and Homes England senior officers.

26. In recognition of the valuable knowledge and skills of the FuturePlaces non-Executive and Company Directors, the recommendation in Option 1 includes the setting up of an Investment and Development Advisory Board. Detailed terms of reference will be set up for the Board, with Membership to include Independent Investment and Placemaking expertise, the Leader and the Lead Member for Regeneration Projects. The Advisory Board will be supported by the Director of Investment and Development, and the Chief Operations Officer. The Advisory Board would be independently Chaired and will meet quarterly to provide advice on the progress against projects set out in Table 12.1.

27. Option 1 seeks to transfer the people and assets from FuturePlaces into the Council in the shortest possible timeframe to minimise disruption and provide certainty and long-term stability while maintaining momentum on priority development delivery.

28. Option 1 delivers on the recommendations of the DHLUC governance review through the implementation of a revised portfolio of priority projects and responds to the current issues set out in paragraphs 10 and 11 by providing the Council with greater control of operational decisions.

29. Option 1 is the recommended option.

30. Option 1 would be delivered on the following timeline:

Table 28.1: Timeline for Option 1.

Action	Deliverable	Date
Cabinet decision	Option agreed	27 September 2023
Programme team appointed	Insourcing team set up including FuturePlaces programme lead and Council programme team	Beginning October 2023
Council decision	Agreement on asset disposal	5 October 2023
Future Places staff team transfer to BCP Council	Formal staff process inclusive of TUPE	Formal transfer November 2023
Data, reports, and IP collation	All data, reports and IP secured from FuturePlaces and passed into Programme team.	September to the latest December 2023
Investment and Development delivery	Ongoing programme activity to deliver development on priority sites	Continues on transfer of Future places staff
Formal company closure	Formal company closure procedures to be completed	Quarter 1 2024

31. Option 2: Maintain the status quo.

32. Maintaining the current development functions as delivered by FuturePlaces, with the same funding model, is not a financially sustainable option, and does not respond to the changing market and economic conditions or the recommendations of the DHLUC governance review. See further information on the financial impacts of this option in paragraphs 57 to 62 below.

33. Option 2 is not recommended.

Option 3: Continue BCP FuturePlaces Ltd under a revised funding model

34. Under this option, the FuturePlaces leadership team would bring forward a revised funding model to meet the delivery of the revised programme set out in Table 12.1, which responds to the DHLUC recommendation to set out a clear portfolio of priority projects. This option would maintain FuturePlaces as a specialist arm's length company wholly owned by BCP Council but with a more focused remit delivering site-specific development projects.

35. A line would be drawn under the present business model which is dependent on capitalisation points to repay the loan made to FuturePlaces by BCP Council. A formula for funding FuturePlaces' forward employment costs, overhead and project related working capital would be agreed on an at-cost basis; with charge/payment points agreed on a clear schedule.

36. This option would not address the lack of transparency and control experienced under the existing business plan and operating model of Future Places. It would not lead to the benefits achieved by bringing together FuturePlaces skills and

experience with Council teams as achieved by Option 1. Further information on the financial impact of this option is set out in paragraphs 63 to 68 below.

37. Option 3 is not recommended.

Option 4: BCP Council pauses all non HRA Housing development activity.

38. The Council faces a significant budget deficit in 2024/25 and future years. To address this deficit, it is bringing forward options to cease funding and stop significant areas of non-statutory services and possible reductions to statutory service spend. This option would support that position by closing FuturePlaces, transferring all work completed by the company inclusive of Intellectual Property into the Council to be held for future use, at a time when the Council is financially able to move forward with development.

39. This option would include the removal of the development commissioning functions currently held within the Council. This would deliver a £261k annual saving from 2024/25. Housing Delivery would continue under this option as part of the Housing and Communities Directorate. Alongside the pausing of the projects delivered to date by FuturePlaces, this would see the partnership work with Bournemouth Development Company continue to be paused.

40. While BCP Council's financial position must be managed, the Council must also seek to create sustainable communities for the future where our residents have affordable homes in safe and healthy places and spaces. The Council cannot meet the needs of the future without investing in development today.

41. Option 4 is not recommended.

Table 30.1: Summary of options

	Option 1	Option 2	Option 3	Option 4
Strengths	Investment and development reprogrammed to meet changing economic climate. The Council has full control of the scope of activity and spend.	There would be no disruption to staffing and they could continue to deliver the existing FuturePlaces business plan.	Investment and development reprogrammed to meet changing economic climate.	The only strength of this option is it would present a saving to the Council's revenue budget.
Risks	There is a medium risk that knowledge and capacity could be lost should key staff decide not to transfer to the Council. As the Council considers budget pressures in the future there is a risk the budget could be identified for potential saving.	This option does not respond to the changing economic climate and risks significant spend against the loan facility which may not be able to be capitalised in the future.	Continuing lack control and lack of transparency on project delivery. The risk of running and operating the company remain. Unrecoverable debt would need to be written off.	The Council would not be able to meet the needs of our communities in terms of delivering housing and development. We would not be able to create the communities we need to be a sustainable place in the future.
HR impact	Opportunity for all Future Places officers to TUPE into Council unless alternative arrangements are agreed on an individual basis prior to the date of transfer.	FuturePlaces employees will continue to be employed in their current capacity.	The impact upon staffing will need to be determined if a revised funding model is agreed, as a revised project programme will require a reduced staff team.	All affected staff will be subject to consultation regarding the redundancy of their roles. Two separate redundancy programmes will be required, one for BCP staff and one for FuturePlaces staff.
Annual cost of model in 2024/25	£1,526k pressure	*see below	£1,680k pressure	£261k saving

*As at the 8 September FuturePlaces had £3.25m headroom left in the £8m loan facility with the council. The cost of the model to the council in 2024/25 would be a combination of any additional revenue provision it would need to make over and above the current £4m accrued, plus any council approved expenditure on schemes which could not be capitalised, plus any previously approved capital expenditure which would need to be written off. For FuturePlaces the directors would need to continually assure themselves that the company model is sustainable.

Summary of financial implications

42. This report considers the various options in relation to the future of BCP FuturePlaces, investment and development. The Council has significant financial exposure from the £8m working capital loan facility currently provided to FuturePlaces of which, as at the date of this report, £4.75m has been drawn down. As a matter of prudence, the 2022/23 Financial Outturn report to Cabinet in July 2023 highlighted that £4m had been provided to cover risks associated with this loan.

43. The sections below set out the potential financial implications under each of the outlined options.

Option 1: Bring development delivery back into the Council.

44. This option would involve the orderly closure of FuturePlaces with the TUPE transfer of FuturePlaces employees, into the new Investment and Development Directorate, unless alternative arrangements are agreed on an individual basis to end employment prior to the transfer date.

45. Direct company costs including secretariate and management overheads would be avoided.

46. Under this option the Council would need to write off to the 2023/24 general fund revenue account the current £4.75m working capital loan and any adjustment to FuturePlaces' trading position in the period to closure. It would be able to offset against this the £4m provision made as part of the 2022/23 accounts. This provision was made as a matter of prudence based on the uncertainty associated with a number of FuturePlaces business case decisions deferred by Council until the new administration.

47. In establishing the predicated balance on the trading position of FuturePlaces, as at the point of the transfer of its operational staff, it has been necessary to develop and apply a set of principles to any work in progress. These principles are set out in appendix 3 for Cabinet approval.

48. Subject to their approval these principles will be applied and any funding implications associated with their application determined. The outcome will be subsequently reported to Cabinet and will set out in the final position for BCP FuturePlaces.

49. As at this stage it is difficult to be precise regarding the final trading operational position of FuturePlaces. It is, though, assumed that any such costs will relate to those reasonably and properly incurred. Therefore, as a matter of prudence it is recommended that the current £4m provision is increased by £1.24m.

50. In addition, this option will require the establishment of the new Council Development Service. The maximum annual additional revenue cost from 2024/25 for this service is estimated as follows, it is impacted by the final number of staff transferring under TUPE:

£720k Direct staffing

£446k Indirect staffing costs (central support costs)

£175k Project delivery (15%)

£185k Loss of BCP income from recharged support costs via the resource agreement

£1,526k Total additional annual costs from 2024/25

£636k Total cost for the period 1 November 2023 to 31 March 2024.

51. This cost will be combined with those of the development commissioning team and the housing delivery team to create the new Investment and Development Directorate.

52. A summary of the estimated position is as follows.

Table 30.1. Orderly closure of Future Places

Min	Max	
£4.75m	£4.75m	Write off working capital loan drawn down by FuturePlaces
£1.06m	£1.06m	FuturePlaces Operating costs until closure.
(£4.04m)	(£0.57m)	Work in progress payment to FuturePlaces range
£1.77m	**£5.24m**	**Sub Total**
(£4.00m)	(£4.00m)	Release provision made as part of the 2022/23 accounts.
(£2.23m)	**£1.24m**	**Total after provision already made**
£0.64m	£0.64m	New BCP Investment and Development directorate costs
(£1.59m)	**£1.88m**	**Total**

53. In summary the Council is advised to assume up to £1.88m additional cost over and above the provision made in last year's accounts in connection with the orderly closure of FuturePlaces and the operation of a new development service from November 2023 to March 2024. This scenario will create a 2023/24 in year service pressure of £1.88m, which, as part of the quarter two budget monitoring report, mitigations to cover the pressure will need to be brought forward.

54. In the optimistic scenario it may be possible to reduce the previous 2022/23 provision of £4m by £1.59m, depending on the opportunity to offset the £4.04m of work in progress against already approved revenue and capital budgets. As highlighted this scenario is dependent on FuturePlaces securing £4.04m income for their work in progress. In all likelihood if this value was achieved it would require the council to identify additional revenue and capital budgets not already approved which would impact on the overall financial equation.

55. Funding for future years will need to be identified as part of the formal annual budget process. For 2024/25 that allocation will formally be made at Council on 20 February

2024. However, the recommendation of this report, without prejudice, asks Council to recognise the intent for the proposed 2024/25 budget to include £1.526m to finance the in-house delivery of development. The opportunity will be taken to offset any such costs against capital and other sources of funding where it is appropriate to do so.

56. Council should consider the extent to which this option is affordable bearing in mind the referenced £44m funding gap in the MTFP for 2024/25 which includes a £30m structural deficit due to the use of earmarked reserves to fund the 2023/24 budget.

Option 2: Maintain the status quo.

57. This option assumes FuturePlaces continues with no changes to their scope or the funding model.

58. Current economic conditions including interest rates and material costs are challenging the viability of large development schemes. This has led to a review of priorities and risk.

59. This option has been discounted as it would require the Council to continue to take the development and investment risk associated with the business cases on the current FuturePlaces deliverables. As such this would require the Council to enter into further general fund borrowing and to take additional risk with council taxpayers' resources. By implication the Council would be foregoing any gains or returns that such proposals may have delivered for the Council.

60. Without the fees generated through Council-approved business cases, FuturePlaces would have no mechanism for repaying the working capital loan from the Council and would require the loan to be further extended.

61. For context the 2023/24 working budget for FuturePlaces assumed an expenditure base of £7.534m and therefore they would be reliant on income generated from successfully approved business cases to operate within the boundaries of the £8m working capital loan facility.

62. Due to the uncertainty regarding the ability to recover the loan repayments and associated interest due, the debt would prudently need to be written off to the BCP revenue account, consequently the provision would need to be increased.

Option 3: Continue BCP Future Places Ltd under a revised funding model

63. A new model, likely to be a hybrid approach with revenue and capital funding, would still require the current situation to be right sized as detailed under option 2. This would need to be resolved by either additional funding, or unrecoverable debt being written off.

64. New activity would need to be commissioned with a clear funding source agreed in advance. Any activity not specifically linked to the creation of an asset would require revenue funding and become a pressure in the councils MTFP as it arises. For those schemes considered capitalisable the same working capital loan provision (albeit at a reduced level) plus the risks regarding the Council making positive decisions and therefore the ultimate ability for FuturePlaces to repay the debt would remain. In essence the risk of operating and running a company remain.

65. In respect of future activity, the council could change its position between outline business case (OBC) and full business case (FBC) therefore the risk of abortive

works remains, and in this situation the council would experience an adverse in-year budget variance when the decision to cease is made.

66. The council would continue to generate income via the resource agreement.

67. On a like for like basis with the costings in option 1 the cost of maintaining the current staffing levels in FuturePlaces to deliver the revised objectives would be:

£868k	Direct staffing*
£392k	Indirect staffing costs* (central support costs)
£175k	Project delivery
£185k	Support costs via the resource agreement
£60k	Direct company operating costs
£1,680k	**Total annual costs from 2024/25.**

***** excluding any bonus payments

68. As per option 1 the opportunity will be taken to offset any such costs against capital and other sources of funding where it is appropriate to do so.

Option 4: BCP Council pauses all non HRA Housing development activity.

69. Pausing all development activity would not avoid the up to £1.24m additional potential cost associated with the orderly closure of FuturePlaces as referenced in Option 1 and the issues associated with its funding.

70. It would however avoid the need to fund the additional cost of the new Investment and Development Directorate and would create an annual saving in respect of the current £261k budget for the development commissioning functions currently held within the Council.

71. There would be a loss of income to BCP from recharged support costs via the resource agreement currently in place with FuturePlaces, this also applies to Option 1.

72. This option in isolation, excluding any redundancy cost implications, would have the greatest short-term positive impact on the referenced funding gap in the MTFP for 2024/25. However, this option does not help address the housing shortage which is creating revenue pressure elsewhere within the Council's budget.

Summary of legal implications

73. FuturePlaces is a wholly owned subsidiary of the Council established under the Companies Act 2006. On 25 January 2022 the Council and FuturePlaces entered into a shareholders' agreement (the SA) which details those matters which are reserved to the Council (i.e., a decision of the company would only be effective if approved by the Council or contained in the business plan approved by the Council.) This includes the passing of a resolution to wind up the company.

74. A letter has been issued to FuturePlaces assuring them of the Council's support of ongoing trading pending the results of a review and a formal decision on regeneration services. The letter was issued by the Chief Executive under his delegated powers and recorded in an officer decision record (see background papers).

75. If the decision is made to wind up the company, then

a) the procedures set out in the Insolvency Act 1986 and the Insolvency (England and Wales) rules 2016 would need to be adhered to at the appropriate time.
b) The company secretary will be required to ensure that the formalities for deregistration of a company are dealt with at Companies House and HMRC at the appropriate time.

76. If the decision is taken to bring the delivery of development services in-house the Transfer of Undertakings (Protection of Employment) Regulations 2006 would apply to all BCP FuturePlaces employees currently undertaking such work. The appropriate procedures would need to be followed.

77. The Council is empowered to undertake development for various purposes by virtue of existing legislation. The work to support a programme of development and investment can be undertaken by an in-house team.

78. Further, the Council is empowered to enter into land disposals and option agreements. This is subject to the proviso that the land is sold at the best consideration reasonably obtainable. To satisfy the "best value duty" requires an assessment of the commercial or monetary value of the asset/interest in the asset being disposed of. This is a question to be determined by a valuer and an appropriate valuation should be carried out prior to completion of the disposal.

79. Legislation requires that contracts relating to the sale of land must be concluded in writing. The formalities of the disposal will be concluded as part of the transaction to convey legal title to the land and documents will reflect the terms and conditions of the disposal as approved by the Director of Finance.

Summary of human resources implications

Option 1 – Bring the development delivery back into the council immediately

80. If option one is agreed, TUPE Regulations will apply to the transfer in of employees working for FuturePlaces. Employees will be eligible to transfer to BCP Council, regardless of their length of service with FuturePlaces (unless separate agreements have been reached with any individual employees to end their employment prior to the date of transfer).

81. All transferring employees will be subject to formal consultation under TUPE and this process will not conclude until full approval has been given to the transfer. Further HR work is required to determine which sections of the Council transferees will move to. Work will also be required to align posts with appropriate Korn Ferry role profiles from the existing suite of profiles and, if necessary, create new Korn Ferry role profiles if no suitable profiles exist. This process is required, as all transferees will be subject to the outcome of the Pay & Reward review.

82. It is recognised that not all FuturePlaces officers will want to transfer into the Council and there may be vacancies because of this. Further discussions will be required with staff during the consultation process on an individual basis, including with company directors.

83. Development functions will be brought into a new Directorate within Operations reporting to the Chief Operations Officer. This Directorate will be led by a Director of Investment and Development, post to be confirmed. The team structure will include Housing Delivery, Programme management, and Development delivery inclusive of a Head of Service for each of these areas.

Option 2 – Maintain the status quo.

84. There are no HR implications in maintaining the status quo and employees will continue to be employed by FuturePlaces in their current capacity. It is noted that this option is not recommended.

Options 3 – Continue BCP Future Places under a revised funding model.

85. Employees will continue to be employed by FuturePlaces but there may be potential HR implications associated with this option. The impact upon staffing will need to be determined if a revised funding model is agreed. It is noted that this option is not recommended.

Option 4 – BCP Council pauses all non HRA Housing development activity.

86. If development activity is paused all affected staff will be subject to consultation regarding the redundancy of their roles. Two separate redundancy programmes will be required, one for BCP staff and one for FuturePlaces staff. It is noted that this option is not recommended.

Summary of sustainability impact

87. If the Council decides to approve the recommended option to bring regeneration activity back in-house, with a prioritised programme of activity, some projects will stop or pause whilst other projects will be accelerated, particularly where there is a community benefit and the scheme is aligned to Council priorities such as the delivery of affordable housing.

88. Whilst there may be some impact in terms of sustainability as a result of this decision, the Council has declared a climate and ecological emergency and as such all its development and investment projects, whether delivered in-house or via a partner, are required to 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.

Summary of public health implications

89. The council remains committed to development and investment and providing these services via an in-house team will ensure that development projects remain aligned to council priorities.

90. A more focused programme of development and regeneration will contribute to creating and 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.

Summary of equality implications

91. An EIA conversation/screening document has been completed for this report setting out the Council's intention to close its urban regeneration company –FuturePlaces Ltd – and to progress its development plans at key sites via an in-house team to ensure that projects remain aligned to council priorities. It is not, therefore, anticipated that service users (residents or visitors) will be affected by the change.

92. By internalising these functions, the Council will be able to bring together its current in-house Housing Delivery Team, and the Council's Newbuild Housing and Acquisitions Strategy (CNHAS) with Investment and Development functions enabling greater focus and capacity for delivering homes and jobs on sites owned, or controlled, by the Council.

93. The Council does not hold personal data for FuturePlaces staff, including protected characteristics, which makes assessing any possible negative impacts difficult to quantify currently. However, should the Council decide to approve the recommendation to close the company then any equalities impacts will be assessed and considered as part of the programme to wind-up the company and as part of any TUPE process.

94. In relation to Council staff, any resultant restructure will follow approved HR policies and any equalities implications will be considered as part of this process. The EIA was reviewed on Wednesday 30 August. The panel approved the proposal, concluding that the EIA provided sufficient evidence that the public sector equality duty had been met.

Summary of risk assessment

95. The key risks associated with the four options are summarised below:

Risk	Option 1: Bring development delivery in-house immediately	Option 2: Maintain the status quo	Option 3: Continue BCP FuturePlaces Ltd under a revised funding model	Option 4: Pause all development activity
Loss of staff	Medium There is a high risk that the decision to bring development activity in-house results in a loss of some staff from the FuturePlaces' team. However, this risk is reduced to medium with mitigating actions including regular staff briefings and the application of TUPE legislation to protect employees. This option envisages the transfer in the shortest possible timeframe to minimise disruption and provide certainty and long-term stability whilst maintaining momentum on priority development project delivery.	Medium Should the council decide to retain the services of FuturePlaces in its current form, it is likely that staff and momentum will still be lost due to the uncertainty associated with the current financial model and changing market conditions, and the need to respond to the recommendations of the DHLUC governance review.	Medium Should the council decide to retain the services of FuturePlaces under a revised funding model, it is likely that staff and momentum will still be lost due to the uncertainty associated with the adoption of a new funding model and a reduced portfolio of projects.	High This option would see the removal of all FuturePlaces staff and the in-house team. All knowledge and capacity would be lost and all development activities apart from housing delivery will cease.
Value for Money	Medium By internalising development functions, the council can bring together various related investment and development functions to ensure greater efficiency in ways of working, less reliance on external consultants, and that transparent and rigorous financial controls	High Maintaining the development function as currently delivered by FuturePlaces is not financially sustainable and the council would continue to take the development and investment risk associated with FuturePlaces projects and would require further	High Should the council decide to retain the services of FuturePlaces under a revised funding model with a reduced portfolio of projects, the council would continue to take the development and investment risk associated	Low Whilst this option would see savings from both the closure of FuturePlaces and the removal of the in-house team, all development activities would also cease until such time as the council was able

	are in place.	general fund borrowing.	with FuturePlaces projects and would require further general fund borrowing.	to reinstate these functions.
Reputational Damage	Low There is a low risk that the council's reputation is damaged due to a change in investment and development delivery model. However, this risk is reduced to low with mitigating actions including a comprehensive communications and stakeholder engagement plan, a reduced and prioritised portfolio of schemes and new in-house team structure to reassure third parties of delivery.	High Should the council decide to retain the services of FuturePlaces in its current form, there is a high risk of reputational damage if the council is not seen to respond adequately to the governance review undertaken by DHLUC.	Medium Should the council decide to retain the services of FuturePlaces under a revised funding model with a reduced portfolio of projects, the reputational risk is reduced in comparison to option 2. However, this option does not address the lack of transparency and control experienced under the existing business plan and operating model of FuturePlaces and there is still a risk of reputational damage if the council is not seen to respond adequately to the governance review undertaken by DHLUC.	High Ceasing all development activity will result in reputational damage for the council from third parties and the public due to likely loss of investment and inaction.

Background papers

Published Works:

- The Future of Regeneration in BCP – Cabinet Paper 10 March 2021(https://democracy.bcpcouncil.gov.uk/ieDecisionDetails.aspx?AIId=6335)
- Proposed Regeneration Vehicle Options Appraisal – Cabinet Paper 26 May 2021 (https://democracy.bcpcouncil.gov.uk/ieDecisionDetails.aspx?ID=388)
- Accelerating Regeneration and Investment in the BCP Area – Cabinet Paper 29 September 2021

  (https://democracy.bcpcouncil.gov.uk/ieDecisionDetails.aspx?AIId=7827)
- BCP Commissioning Plan for Regeneration and Development and Urban Regeneration Company Business Plan – Cabinet Paper 27 October 2021 (https://democracy.bcpcouncil.gov.uk/mgIssueHistoryHome.aspx?IId=13678)
- BCP FuturePlaces Ltd – Revised Business Plan and Funding Mechanism – Cabinet Paper 22 June 2022

  https://democracy.bcpcouncil.gov.uk/ieDecisionDetails.aspx?AIId=9577
- External Assurance Review of Bournemouth, Christchurch, and Poole Council - https://www.gov.uk/government/publications/bournemouth-christchurch-and-poole-council-external-assurance-review/external-assurance-review-of-bournemouth-christchurch-and-poole-council
- Officer Decision Record – Letter of Assurance to BCP FuturePlaces Limited *(Link to be added once published pre-Cabinet)*

Appendices

Appendix 1 – Future Places October 2021 and June 2022 project lists.
Appendix 2 – EIA Screening Document
Appendix 3 – Principles to be applied to the closure of Future Places accounts.
Appendix 4 – FuturePlaces Governance Review
Appendix 5 – Civic Centres Disposal Note – CONFIDENTIAL (EXEMPT)

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Appendix 1: BCP Future Places Ltd Business plan October 2021 and June 2022 project sites

	Business Plan		Site	Work identified
	Oct 21	Jun 22		
1			Beach Road Car Park	Asset optimisation
2a			BIC/ARC	Redevelopment & regeneration of key site
2b			Winter Gardens Revision	Place making input
2c			BIC	Capacity Study and Re-Provision: requested by Council due to changing market and policy circumstances.
2d			Westover Road	Charette and urban design strategy: Activation of ARC project deploying stakeholder engagement techniques and co-design processes.
3			Boscombe	Area based regeneration
4			Poole Old Town & Quay	Area based regeneration
4a			Chapel Lane (North)	Poole Old Town and Quays to include Chapel Lane (North) mixed use development
4b			Chapel Lane (South)	Poole Old Town and Quays to include Chapel Lane (South). Pilot green car park recognising important role this high-quality car park plays in visitor patronage of Poole Centre.
4c			Poole Quays Design Code (DHLUC Pilot)	DHLUC 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 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	Area based regeneration & asset optimisation
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.
5d			Christchurch High Street to station	Urban Design strategy. Project adopted recognising important of securing improved connectivity to railway station and optimising adjacent development sites.
6			Heart of Poole	Area based regeneration & asset optimisation
6b			Carters Quay Design Quality Exercise	Design quality management and place making
7			Holes Bay	Area based regeneration & asset optimisation

7a			Holes Bay	Land remediation, stabilisation, and flood mitigation strategy. Technical studies with early point of capitalisation.
7b			Holes Bay	Meanwhile Use Masterplan and delivery: Recognising incremental approach to delivery.
7c			Holes Bay	Water, waste and energy strategy. Technical approach to optimise potential of site to meet key regulatory requirements and produce innovative solutions.
7d			Holes Bay	Water front and Public Realm. Linked to Poole Promenade project, generated by need to secure design coordination with Carters Quay scheme.
8			Poole Civic Centre	Area based regeneration & asset optimisation
9			Turlin Moor	Place making inputs & development strategy
10			Wessex Fields	Place making inputs & development strategy
11			Port of Poole	Capacity and connectivity issues; optimisation of asset
12			Constitution Hill	Asset optimisation
13			Extra Care Village	Extra Care provision strategy
14			Cotlands Road	Area based regeneration & asset optimisation
14a			Lansdowne	Charette and Design Code: DHLUC pilot to secure urban design framework for area and public realm approach.
16			Poole Station Quarter	MoU in discussion with Network Rail and SW Rail to optimise opportunity to secure a multi-modal movement hub supporting sustainable travel.
17			Seafront	Project support to delivery of Seafront Strategy
18			Thematic studies, not site specific	The Big Conversation – project to explore resident and stakeholder values to guide placemaking programme. Place Potential Plan and Studies – Technical studies to develop emerging place narrative into a coordinated approach to regeneration and place-making.
19			Cross cutting projects, not site specific	Charettes programme; Design Codes; Green Car Parks; Super loos; High streets renaissance, strategic landscape and natural capital investment approach.

Appendix 2
Equality Impact Assessment: Conversation Screening Tool

[Use this form to prompt an EIA conversation and capture the discussion. This completed form or if needed, a full EIA report (form 3) will be published as part of the decision-making process ***Please delete prompts before publishing***]

What is being reviewed?	The recommendation to close BCP FuturePlaces Limited and for the Council to bring regeneration activity in-house.
What changes are being made?	In response to the DHLUC governance report (External assurance review of Bournemouth, Christchurch and Poole Council - GOV.UK (www.gov.uk) which recommended streamlining the work of FuturePlaces, and to meet the ambitions of the new administration, this proposal will see the Council's wholly owned urban regeneration company closed, and regeneration activity brought back to in-house delivery. This is due to several factors including: • Rising cost of construction • Increased cost of borrowing • Worsening financial position for BCP Council • Rising need for social and affordable housing. A budget is being requested from Council to fund the in-house team to support delivery of a reduced and prioritised programme of regeneration projects to support the Council's corporate priority to create dynamic places. By internalising these functions, the Council will be able to bring together its current in-house Housing Delivery Team, and the Council's Newbuild Housing and Acquisitions Strategy (CNHAS) with Community Investment and Regeneration functions enabling greater focus and capacity for delivering homes and jobs on sites owned, or controlled, by the Council. As part of the Cabinet report proposing the closure of FuturePlaces and internalising of regeneration functions, four options in total have been considered. These include: Option 1 – Bring Regeneration delivery back into the Council immediately. This is the recommended option as set out above. Option 2 – Maintain the status quo – this option is not recommended as it does not respond to the factors listed above. Option 3 – Continue with FuturePlaces under a revised funding model. This option is not recommended as, whilst it might address some of the external factors above, it would not address the transparency or control issues raised by the DLUHC governance report. Option 4 – BCP Council pauses all regeneration activity – this option is not recommended as the council will not be able to meet

	the future needs of our communities without investing in regeneration today.
Service Unit:	Operations
Participants in the conversation:	Graham Farrant, Jess Gibbons, Ian O'Donnell, Julian McLaughlin, Sarah Good, Cllr Vikki Slade and Cllr Mark Howell
Conversation date/s:	Following work with the new administration during Strategy Week (13 June 2023) a review of the FuturePlaces work programme was undertaken and the best mechanism to deliver regeneration across BCP has been discussed at numerous meetings throughout July and August. These meetings have included those officers listed above along with members of the FuturePlaces team and Company Board.
Do you know your current or potential client base? Who are the key stakeholders?	BCP Council - staff BCP FuturePlaces Limited – staff
Do different groups have different needs or experiences?	Changing the delivery model for regeneration will affect both Council and FuturePlaces staff. Details of the FuturePlaces staff make-up, including equality monitoring data are not yet available to the Council. However, any transfer of staff will follow Transfer of Undertakings Protection of Employment Rights (TUPE) legislation that protects employees, and their benefits, when employment changes hands.
Will this change affect any service users?	The Council intends to progress its regeneration plans at key sites and will be requesting budget to support the creation of an in-house team to ensure that projects remain aligned to council priorities. It is not, therefore, anticipated that service users (residents or visitors) will be affected by the change. However, the projects being prioritised for delivery by the council will see the greatest benefits for the community – for example the former power station site at Holes Bay which envisages infrastructure improvements, new green space, and approximately 850-1000 new homes.
[If the answer to any of the questions above is 'don't know' then you need to gather more evidence. The best way to do this is to use forms 2 and 3. **Please delete prompts before publishing]*	
What are the benefits or positive impacts of the change on current or potential users?	There are no positive or negative equalities impacts identified because of this change for potential service users.
What are the negative impacts of the change on current or potential users?	There are no positive or negative equalities impacts identified because of this change for potential service users.

Will the change affect employees?	The Council does not hold personal data for the FuturePlaces staff affected, including protected characteristics, which makes assessing any possible negative impacts difficult to quantify at this time. However, should the Council decide to approve the recommendation to close the company, then any equalities impacts will be assessed and considered as part of the programme to wind-up the company and as part of any TUPE process. The Council intends to progress its regeneration plans at key sites and will be requesting budget to support the creation of an in-house team to ensure that projects remain aligned to council priorities. Any resultant staff restructure will follow approved HR (Human Resources) processes and relevant Council policies.
Will the change affect the wider community?	The Council intends to continue its regeneration plans in-house and it is not, therefore, anticipated that the wider community will be affected by this change.
What mitigating actions are planned or already in place for those negatively affected by this change?	Should the Council decide to approve this recommendation, then a structured programme, including appropriate communications and governance, will be instigated to ensure the smooth transition of these services back to the Council. The change will affect both FuturePlaces and Council staff. Mitigating actions will include robust governance of the transition and adherence to HR policies for any restructure of the in-house provision. In relation to FuturePlaces staff, TUPE legislation will be followed, where appropriate, and a comprehensive communications strategy will be developed to ensure staff are kept apprised throughout the process. Any other opportunities for redeployment will also be considered.
Summary of Equality Implications:	No positive or negative equality impacts have been identified from the recommendation is for the Council to close its urban regeneration company – BCP FuturePlaces Limited – and to progress its regeneration plans at key sites via an in-house team to ensure that projects remain aligned to council priorities. It is not, therefore, anticipated that service users (residents or visitors) will be affected by the change. By internalising these functions, the Council will be able to bring together its current in-house Housing Delivery Team, and the Council's Newbuild Housing and Acquisitions Strategy (CNHAS) with Community Investment and Regeneration functions enabling greater focus and capacity for delivering homes and jobs on sites owned, or controlled, by the Council. The Council does not hold personal data for FuturePlaces staff, including protected characteristics, which makes assessing any

	possible negative impacts difficult to quantify currently. However, should the Council decide to approve the recommendation to close the company then any equalities impacts will be assessed and considered as part of the programme to wind-up the company and as part of any TUPE process. In relation to Council staff, any resultant restructure will follow approved HR processes and relevant Council policies, and any equalities implications will be considered as part of this process.

Form Version 1.2

Principles to be applied to the financial closure of

BCP FuturePlaces Ltd

The purpose of this document is to set out for Member consideration the principles to be applied to closure of BCP Future Places Ltd financial accounts in respect to work-in-progress. This framework will help in determining the eligibility, value and funding sources for work being acquired by the council.

Principle 1: Eligibility

Information and advice would be considered eligible subject to the following considerations.

1. All items purchased must be for a clear rationale in line with existing council objectives and priorities.
2. All documents and advice must be reviewed and signed off by the relevant officer and subject matter expert.

Principle 2: Valuation

Information and advice would be valued subject to the following considerations: -

1. On an open book arrangement, the council would seek confirmation of any third-party external spend incurred by FuturePlaces and apply a multiplier of [1.8] (based on the standard ratio of external to internal costs experienced by the company.)
    - The council can place confidence in the value of third-party costs due to BCP FuturePlaces adhering to the same procurement process of the council due to its Teckal status.
2. Where there are no third-party costs, FuturePlaces would need to evidence any time spent on a project via timesheets. The council would consequently be willing to pay 3 times the base salary cost of the time incurred.

Principle 3: Funding

Information and advice would be funded subject to the following considerations: -

1. For **continuing** schemes that have already experienced a capitalisation point, any additional costs could continue to be **capitalised** in line with pre agreed budgets.
    - Should the required expenditure create an additional funding need then the necessary approvals would need to be sought to increase the budget within the capital programme.
2. For any **new** schemes that are clearly supporting the acquisition or construction of a capital asset, then these costs could also be **capitalised** subject to:
    - Sufficient clarity on the intended outcome.
    - A business case including funding source approved in line with the financial regulations.
    - The scheme and the associated budget being included in the council capital programme.

Appendix 3

3. For any schemes earmarked for **disposal**, then costs incurred could be funded from the **disposal proceeds.**
    - Subject to adhering to the parameters allowed, particularly noting the 4% cap on non-housing disposals.
    - Depending on the timing of the disposal it may be necessary to raise a capital debtor at year end to cover the cost incurred.
4. For any **general** information and advice relevant to feasibility studies or assisting with policy setting then these costs would require a **revenue** funding source.
    - No provision currently exists for such expenditure therefore the necessary approvals would need to be sought for inclusion in the council's MTFP.
5. Any packages of information the council does not require would not be purchased and remain as an unrecoverable cost burden in the company.

Principle 4: Assets

As at the 31 October 2023 BCP FuturePlaces Ltd is predicted to hold the following assets.

£23,217	ICT Equipment (Service Pro and Laptops)
£7,120	Glass Partitions
£30,337	**Total Asset Valuation**

The council would pay the net book value for these assets and then capitalise the costs funded by prudential borrowing with the revenue charge part of the cost of the new Investment and Development Directorate.

Appendix 3

BCP FUTUREPLACES LIMITED – GOVERNANCE REVIEW

BACKGROUND AND SCOPE

As part of the Board's broader review of FuturePlaces, I have undertaken a review of certain governance aspects. As outlined in Lord Kerslake's email to the FuturePlaces Board dated 18 April 2023, I have approached the review as a stocktake, rather than a comprehensive review and have focused on considering lessons learned over the first year of operation, and on considering how the original operational model (developed before the company commenced) and practice can be improved upon, and adapted to present operational and market conditions.

In undertaking my review, I have met with: Graham Farrant (Chief Executive, BCP Council), Julian McLaughlin (Service Director – Infrastructure, BCP Council), Sarah Good (Head of Delivery – Regeneration, BCP Council), Cllr Phil Broadhead (former Leader, BCP Council), Gail Mayhew (MD, FuturePlaces), Craig Beevers (COO, FuturePlaces) and Rob Dunford (Corporate, Business Case & Commercial Manager, FuturePlaces) . My sincere thanks go to all who have taken part for their assistance with this review.

I have additionally been provided with, and reviewed relevant sections of, several documents including: BCP Urban Regeneration Company Commissioning Plan; Smart Growth Associates Review of Business Model of BCP FuturePlaces; FuturePlaces Business Plan 2021/23 (October 2021); FuturePlaces Business Plan Refresh (May 2022); FuturePlaces Annual Review 2022-23; FuturePlaces Headline Programme; FuturePlaces Governance & Reporting Schedule & Terms of Reference; FuturePlaces-Members Engagement Forum (MFEF) Terms of Reference.

SUMMARY FINDINGS

There was general consensus that there is genuine need for FuturePlaces and, in particular, the specialist regeneration and private sector real estate expertise and experience which FuturePlaces brings. It was observed that there were good levels of engagement between FuturePlaces and relevant departments within BCP Council, as well as stakeholders in the BCP community and more broadly (eg Homes England). There was a strong desire, from everyone I spoke to, for FuturePlaces to be successful in delivering much-needed regeneration for Bournemouth, Christchurch and Poole.

It was a recurring theme in the conversations I had that there was lack of a shared vision and alignment on the aims & objectives of FuturePlaces. It was generally acknowledged that the operational model under which FuturePlaces is currently operating is quite different to the model devised at inception and, as a result, there is a lack of clarity and consistency between BCP Council and FuturePlaces on, amongst other things, respective roles & responsibilities, and commissioning & funding processes and procedures. It was felt that now was an opportune moment to "reset" on these various aspects.

Although not the focus of my review, issues were raised in relation to the breadth of work being undertaken by FuturePlaces. Concerns were raised as to the capacity within BCP Council and FuturePlaces – from both a resource and funding perspective – to deliver all the projects currently being worked on.

MOVING FORWARD

I have set out below, for consideration and discussion, some observations and suggestions arising from my review.

1. **Aims & Objectives**: The current lack of alignment on the aims & objectives of FuturePlaces is problematic and should be addressed. There would be benefit in the BCP Council and FuturePlaces teams working together to reach agreement on a short and simple statement of the Purpose, Aims & Objectives for FuturePlaces. This statement should align with and support the delivery of the

Regeneration Strategy of the in-coming BCP Council Leadership and should recognise FuturePlaces's status as a wholly-owned Teckal company of BCP Council.

2. **Roles & Responsibilities**: Similarly, the current lack of clarity and consistency in relation to respective roles & responsibilities is giving rise to frustration and the potential for duplication in some areas and gaps in resource in other areas. Included within the output from (1) above should be a clear articulation of the respective roles & responsibilities of FuturePlaces and each of the relevant departments and functions within BCP Council. This should address, amongst other things, which matters are within (and what is out-with) the scope of FuturePlaces; the support and resource to be provided by BCP Council departments and functions to FuturePlaces; and respective roles & responsibilities with respect to the commissioning process (see further on commissioning at (3) below). Once projects are commissioned, there would be merit in establishing project-specific roles & responsibilities using a RACI matrix or similar tool to provide clarity and streamline decision-making at project level.

3. **Commissioning:** The intended process and framework for commissioning is set out in the BCP Urban Regeneration Company Commissioning Plan. My observations on the Commissioning Plan are as follows:

   (a) It is not clear to me, from the conversations I had, that the structure, framework and principles set out in the Commissioning Plan have been consistently implemented.

   (b) There are a number of aspects of the Commissioning Plan which are out of date or require refreshing, for example, to ensure alignment with the Regeneration Strategy of the in-coming BCP Council Leadership, and the current structure and resource within the Client Team.

   (c) A key area which is out of date and requires updating is Section Three on Financial Strategy. I am aware that a separate review is being undertaken to consider appropriate funding models.

   (d) The Commissioning Plan makes reference to a Commissioning Agreement and Resource Agreement as key documents which underpin the smooth functioning of the Commissioning Plan. As far as I understand, neither the Commissioning Agreement nor the Resource Agreement have as yet been entered into.

   (e) The Commissioning Plan includes, as FuturePlaces's Initial Workplan, a list of 20 Site-specific and Thematic Projects, as well as a number of Cross-Cutting Strategic Initiatives. Given current capacity within BCP Council and FuturePlaces, from both a resource and funding perspective, this list should be significantly rationalised down to focus on a small number of priority projects which can be seen through to delivery. For each of these priority projects, a clear scope, budget, deliverables, timeline and key milestones should be agreed; and a change control process established and adhered to.

   The critical importance of having a workable, robust and transparent process for commissioning and funding the work of FuturePlaces is self-evident, and yet appears to be lacking. Once this process is defined and in place, it should be strictly adhered to.

4. **Ways of working:** I am aware that Ways of Working exercises have previously been undertaken between FuturePlaces and BCP Council teams and that formal and informal collaborative working practices have been put in place. Given the importance of ensuring continuous and effective communication, collaboration and cooperation between FuturePlaces and BCP Council teams, these ways of working practices should be kept under review and regularly discussed and refreshed to ensure they continue to remain relevant and fit for purpose.

Karima Fahmy
7 June 2023

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

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CABINET

Report subject	**To agree the provision of revenue funding for the delivery of Contact Centre as a Solution (CCaaS)**
Meeting date	27 September 2023
Status	Public Report
Executive summary	In 2020 the Council introduced Microsoft Teams telephony to facilitate agile and flexible working. Whilst this was sufficient for most of the workforce, an additional integrated solution was needed to manage calls in the Contact Centre environment. A Contact Centre solution was introduced, using skills-based routing to direct incoming calls to available agents, and to manage calls waiting in queues. That solution is now nearing a break clause in its contract and so the opportunity has been taken to review the market, identifying newer more reliable CCaaS solutions which also enable the introduction of new customer channels (omnichannel). Options have been considered, including retaining the status quo as well as stopping using a Contact Centre solution. However, both options have a negative impact on customers. The original Contact Centre solution was funded by a combination of transformation funding and Covid grants. This report seeks CCaaS funding to be built into base budgets in recognition that a cloud-based solution requires ongoing funding on an annual basis.
Recommendations	**It is RECOMMENDED that Cabinet:** **(a) Approve the letting of a CCaaS contract.** **(b) Agree to include in the general fund base revenue budget of the Council, from 2024/25 onwards, the £169,000 annual costs of the CCaaS contract.**
Reason for recommendations	CCaaS is a key element of the BCP Contact Centre and fundamental to managing incoming calls. It will also enable BCP to move towards the delivery of the Customer Target Operating Model through the adoption of an omnichannel environment.

Portfolio Holder(s):	Councillor Hanna and Councillor Martin
Corporate Director	Ian O'Donnell Director of Resources
Report Authors	Fiona Hughes Head of Modern Office Katie Lacey Service Director IT & Programmes
Wards	Council-wide
Classification	For Decision

1. Background

BCP Council introduced Microsoft Teams, a Unified Comms (UC) telephony solution in 2020 to deliver core business functionality, as well as an integrated Contact Centre solution to manage call queues and agent contacts. The Contact Centre solution procurement was budgeted from transformation. It was in response to an urgent need to set up the "Together We Can" helpline enabling staff to make and receive calls from home during the height of the pandemic. The solution purchased, was at that time the only Microsoft Teams compliant solution and was initially needed to manage our voice channels within the Customer Services Contact Centre. It was subsequently extended to other services who receive calls by means of published service numbers, i.e. Adults & Childrens Social Care, Council Tax & Business Rates, Benefits, Housing Repairs, Housing Tenancy, BCP Homes, IT & Programmes, Regulatory Services and Skills & Learning.

During the three years since the existing Contact Centre solution was implemented there have been a number of service failures and SLA breaches, despite working hard collectively to resolve issues the service is often poor. Our implementation partner / reseller have ended their partnership with the solution provider due to ongoing quality and performance issues. Over the last three years it has not been possible to innovate and enhance the service delivery due to the poor performance of the product and provider.

All attempts to move to a fully cloud based solution and to introduce digital Omni channel capability have been unsuccessful with the current product. We have therefore had to adopt a change freeze to maintain stability and avoid further service disruption to incoming calls to the Council. The existing product has therefore been deemed unsustainable for future use.

Contact centre technology has advanced considerably in the last 3 years, driven by consumer appetite and need. There are now a wide range of Teams compliant cloud-based solutions available, known collectively as Contact Centre as a Service (CCaaS). The contract with the original provider is coming up to its first break point in December 2023, so the decision was taken to evaluate other solutions in order to find a sustainable future proof offering which will position us to be able to manage new customer channels in line with our Target Operating Model (TOM).

As part of a thorough market evaluation, several CCaaS solutions were demonstrated and reviewed by a project team, providing the opportunity to review compatibility with technical

and TOM design requirements. This was followed by a shortlisting of four relevant solutions within the G-Cloud framework. The preferred solution was subsequently chosen based on lowest cost criteria, it also had the best references from other local authorities who had introduce the same solution within the last twelve months.

The new CCaaS will enable the Council to manage inbound and outbound contact across the Contact Centre and other published service numbers. Embracing omnichannel innovation, the CCaaS is key to enabling customer transactions to transition to a range of new digital channels removing time spent queueing to speak to an agent. The CCaaS introduces self-service opportunities meaning many citizens will be able to do more themselves without even talking to an agent.

The solution is omnichannel, providing the options below. BCP can decide which channels to introduce based on customer journey planning as part of the transformation journey.

- **Voice / Inbound calls:** This will be introduced first. In addition to the current skills-based queue management functionality, the CCaaS offers Interactive Voice Response (IVR) which automates routine tasks and allows customers to complete simple self-serve transactions 24/7 without the need for extra staff. Voice recording facilitates compliance tracking and allows managers to listen into calls to help identify skills gaps and improve service quality. Agents will also be able to see the real-time status of queues and monitor their own performance enabling them to adjust their activities to deliver optimal customer service.

- **Email:** Responding to emails with automatic routing, queuing and prioritisation. Emails can be transferred to other agents or queues, or placed on hold to be dealt with at another time. A ticketing system groups interactions into a connected conversation with templates and automations. Email campaigns can be sent to customers to proactively start two-way conversations.

- **Web Chat:** Live customisable support for customers as they browse the website via their smartphones, tablets or PC. Agents can handle multiple chat enquiries simultaneously. Quality monitoring is made easy. Each conversation is recorded and customers have the option to receive their conversation transcript emailed to them for future reference.

- **Social Media:** This allows customers to connect with us via chosen channels such as Facebook, Twitter, WhatsApp, TrustPilot etc. Agents can respond from within the omnichannel CCaaS, replying to both pubic and private messages, tracking comments and replies. Filtered queues can be created for specially trained agents who can speed up replies and avoid negative social media caused by slow response times. As with other channels, agents will have a complete view of each customer's interactions.

- **SMS:** Handle customer enquires by SMS. Ability to send notifications, instructions, reminders and transcripts to individuals or in bulk.

By reducing current demand on call queues, the Council can ensure that telephony channels are more accessible to the most vulnerable, who will receive the care they need to feel secure and supported.

Ways of working will be simplified for agents and customers. Resilience will be improved, positioning the Council to be more open, welcoming and accessible. This solution has the ability to work with other Council systems such as the Dynamics CRM so that existing investments are leveraged, and enabling a more seamless customer journey. A concurrent model for licences, means the Council only pays for what is used, decreasing costs of the existing solution.

2. Options Appraisal

The existing CCaaS contract is nearing the end of the initial three-year term, the options considered were;

a. **Remain with existing solution for the optional two year extension**.

   This was discounted due to reliability issues and the incumbent supplier's inability to both keep pace with solution developments and meet the Council's customer operating model objectives. Even if the existing solution was to be retained, there is currently no budget available beyond March 2024 and current prices would be likely to increase as the original 3 year discount period expires.

b. **Stop using a Contact Centre solution**

   This option was discounted because it would result in longer waiting times for customers and a drop in service quality. The Contact Centre is a core component of service redesign and for BCP's digital future, it's an essential operational service acting as the "front door" for our customers.

c. **Review the market and procure a more suitable product and service. Ensure that this service is added to revenue budgets from 2024, securing the funding for this essential service and BCP's future digital model.**

   Having completed a market evaluation and G Cloud appraisal in collaboration with Customer Services and the Procurement team, a preferred solution has been identified. Funding is available for Year 1, but funding is required for subsequent years, in order to run the Contact Centre in line with current service models and adopt the new Target Operations Model (TOM).

3. Summary of Financial Implications

The current solution was funded originally from Transformation and also a subsequent Covid grant. The annual contractual cost if remaining with the existing solution would have been £199,300 p.a. Funding is currently only available until 2023/2024 when transformation budget will cease. The proposed new solution, despite having additional functionality costs £33,300 less than the current solution. The table below shows the entire cost of the new solution over the maximum 4-year contract term which is permitted under G Cloud terms and conditions:

New solution	One off £	Funding Source
Implementation costs	£28,000	IT Reserve budget
Training	£20,000	Transformation Budget (existing)
Total	**£48,000**	

Fin year	£ Per annum	Funding Source
2023/2024	£169,000	Transformation Budget (existing)
2024/2025	£169,000	IT Base budget
2025/2026	£169,000	IT Base budget
2026/2027	£169,000	IT Base budget
Total	**£676,000**	

Annual fees may be increased annually in accordance with any increase in the retail price index (RPI). Such change may be made in January each year, provided however that no change shall be take place before the 1st anniversary of the Effective Date (i.e. if the Effective Date is 1 March Year 1, no increase may take place before end of January Year 3).

The key purpose of this report is to obtain Cabinet approval to cover the 3- year of the CCaaS not currently provided for within the general fund base revenue budget of the Council. Additionally, the purpose is to obtain that approval now outside of the normal annual budget cycle which would lead to such commitments normally being approved in February each year as part of the formal budget approval process.

A workstream supporting the development of the 2024/25 budget is a fundamental review of all recharges between the General Fund and the Housing Revenue Account and vice versa to ensure in line with the latest best practice. As this Contact Centre supports services across the Council it will be important that this cost is considered as part of that evaluation.

As set out in a separate appendix included in a July 2023 Cabinet Report which presented the Financial Outturn for 2022/2023 the Council has delivered £11.05m in cumulative transformation savings over the two year period 2021/22 and 2022/23.

4. Summary of Legal Implications

Legal Services have been engaged in checking the framework agreement, and reviewed the clauses built into the G Cloud call off contract.

5. Summary of Human Resources Implications

The proposed contract award and securing of funding mechanism does not have an immediate impact on human resources. As the Council moves to adopt the different customer channels set out in the TOM, there will be an overall reduction in inbound telephone calls and a shift towards freeing up employees to deal with the most complex caseloads.

6. Summary of Sustainability Impact

UK based cloud solutions reduce emissions as they have a lower carbon footprint than traditional data centres. Such solutions also reduce staff travel and associated carbon emissions. Omnichannel solutions leverage technologies which enhance self-service, such as video, SMS etc. which give residents more choices in how to contact the Council and options to reduce travel.

7. Summary of Public Health Implications

The CCaaS solution can enhance the health and wellbeing of the BCP population by providing access to additional channels to residents. Customers will be able to benefit from real-time responses and speedier resolutions. Increased self-service will impact inbound contact rates, freeing up agents to do more with the calls that do come in, especially those who are vulnerable, allowing more time for empathetic conversations.

8. Summary of Equality Implications

An EIA is not required as a contract already exists.

9. Summary of Risk Assessment

The Contact Centre is a core component of service redesign and for BCP's digital future, it's an essential operational service acting as the "front door" for our customers. We need to move to a new solution and update our budget models in order to move forward and deliver the new customer model. If no funding is agreed for subsequent years, the council will not be able to run its Contact Centre in line with current service models and will be unable to adopt the new Target Operations Model (TOM). The consequences of operating without a Contact Centre solution are as follows:

- Longer waiting times for customers due to no visibility of live call queues (reputational damage)
- Poor customer experience through lack of technical solution to get caller to the right person to deal with the enquiry.
- Customers experience calls being terminated whilst waiting, due to threshold limits set within MS Teams
- Minimal performance data, live and historic, available for both Advisors and Managers
- Unable to verify and respond effectively to customer complaints due to no recording of telephone conversations.
- Unable to adhere to the Transformation Programme output of Customer digital engagement through Chat bots

The proposed mitigation is to ensure that this service is added to revenue budgets from 2024, securing the funding for this essential service and BCP's future digital model.

10. Background Papers

None

11. Appendices

There are no appendices to this report.

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CMB - SIGN OFF OF CABINET REPORTS

Report subject	**Highcliffe Seafront Area - Parking Restriction Proposals (P26 2022)**
Meeting date	27 September 2023
Status	Public Report
Executive summary	To consider the representations received following the advertisement of the Traffic Order and to approve the making and sealing of the Order. This will enable the implementation of parking restrictions across the Highcliffe Seafront area. The benefits to road users resulting from the proposed restriction include reducing danger to such road users and facilitating improved passage, particularly for cyclists, pedestrians, and those with mobility issues.
Recommendations	**It is RECOMMENDED that:** **Cabinet approve the Traffic Regulation Orders as advertised, except for the Stuart Road proposals, to enable the order to be made, sealed and to implement the restrictions which are outlined in this report and appendices.**
Reason for recommendations	To approve the making and sealing of the Orders will enable the implementation of new and amended traffic restrictions on the following roads in Highcliffe: Abingdon Drive, Beacon Drive, Bute Drive, Castle Avenue, Chewton Lodge, Elmwood Way, Jays Court, Lymington Road (service road), Silver Way, Marrayat Court, Mill Lane, Montagu Road, Pine Crescent, Rothesay Drive, Waterford Gardens, Wharncliffe Gardens, Wharncliffe Road, Waterford Place, Waterford Road The benefits to road users resulting from the proposed Traffic Order include reducing danger and facilitating improved passage by maintaining visibility at junctions, sharp bends and narrow points. In particular these proposals will assist cyclists, pedestrians and those with mobility issues or who are visually impaired by keeping junctions clear at all times which in turn will enable the safe use of dropped kerbs and associated tactile paving to safely cross at junctions in the area. In taking this decision regard has been made to the council's duty under section 122 of the Road Traffic Regulation Act 1984 which

	states that local authorities 'secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians).
Portfolio Holder(s):	Councillor Vikki Slade - Leader of the Council and Portfolio Holder for Dynamic Places Councillor Millie Earl - Deputy Leader of the Council and the Portfolio Holder for Connected Communities Councillor Andy Hadley - Portfolio Holder for Climate Response, Environment and Energy
Corporate Director	Jess Gibbons – Chief Operations Officer
Report Authors	Andy Brown – Traffic Team Leader Matthew Carruthers – Traffic Technician
Wards	Highcliffe & Walkford;
Classification	For Decision

Background

1. The BCP Traffic Team were approached locally following issues raised by residents in the Highcliffe Seafront area regarding traffic and parking concerns primarily at junctions, bends and narrow sections in the area.
2. Subsequent site meetings were carried out between BCP Traffic Engineers, Ward Members, Highcliffe School representatives, Highcliffe & Walkford Parish Council representatives and local residents to address the concerns, understand the issues and take forward proposals.
3. Consultation was carried out on the proposals by way of legal 21 day notice from 8 July 2022 to 29 July 2022. Notices were placed in the local Daily Echo as required along with notices placed locally on site.
4. The matter was discussed locally and supported by Highcliffe and Walkford Parish Council, as minuted at their council meeting of 27 July 2022 and supported by the Highcliffe Residents Association.
5. Following community engagement, the proposals taken forward will ensure that the existing summer seasonal restrictions (single yellow line) restrictions remain in place with the addition of all year no waiting at any time (double yellow lines) and no loading and unloading, if required, are installed at junctions, bends and narrow points to ensure smooth traffic flow and good visibility for all users, especially cyclists and pedestrians.
6. The proposals also provide for 'No loading and unloading' in Rothesay Drive to keep the access road clear, where issues have been reported, to Highcliffe Castle which is a well-used BCP tourist destination and event facility.

7. A summary of the support, objections and comments is outlined in Appendix 2. There were 70 responses in total with an initial 64% shown to object to the scheme with 36% support. However, upon further analysis it is noted that 10 of the objections were specifically related to the Stuart Road section. These were primarily from staff and visitors to local care home; therefore, it is recommended to remove this section from the advertised proposals.

8. In addition, there were several objections from Montagu Road residents. However, considering formal comments and further discussion with residents, ward councillors and the residents association, they would have like BCP to go further with restrictions in Montagu Road. It must be noted that advertised proposals cannot be added to, but once installed (subject to approval) the restrictions will be monitored with continued dialogue locally and any further changes required to be assessed and prioritised for any future programme.

9. There were number of objections received from visitors outside the area who were under the impression that the proposals were putting in place all year parking restrictions across the area where there are currently summer restrictions. As noted previously, existing seasonal restrictions remain in place with the addition of no waiting at any time at junctions, bends and narrow sections so there is no major change for visitors from the current situation.

10. No material negative impacts have been identified in relation to the restriction including matters such as access to premises, amenities and use of the road by public service vehicles save for the possibility that displaced motor vehicle traffic could marginally increase, but to other points that would be safer. This is not considered to outweigh the benefits to safe traffic movements that the Order will provide.

Options Appraisal

11. There are 2 Options:

    - Make the Orders and implement the provisions as advertised in the following streets: Abingdon Drive, Beacon Drive, Bute Drive, Castle Avenue, Chewton Lodge, Elmwood Way, Jays Court, Lymington Road (service road), Silver Way, Marrayat Court, Mill Lane, Montagu Road, Pine Crescent, Rothesay Drive, Waterford Gardens, Wharncliffe Gardens, Wharncliffe Road, Waterford Place, Waterford Road, and to withdraw Stuart Road from the proposed order due to the high number of objections received on this element of the scheme adjacent to local care homes (this is the preferred option and proposed decision, as set out in Appendix 2).

    - Not to make the Orders.

Summary of financial implications

12. The costs associated with the consultation of the Orders are estimated to be £2,500, with a scheme implementation cost of approx. £15,000 to include signs and lines funded from the Local Transport Plan allocation for 2023/24.

Summary of legal implications

13. The Road Traffic Regulation Act 1984, as amended (RTRA) provides local authorities the power to make Traffic Orders. Consultation and notice provisions as identified in The Local Authorities' Traffic Orders (Procedure) (England and Wales)

Regulations 1996 have been carried out as detailed above. In reaching a decision regard has been had to all relevant statutory provisions. They include, as appropriate, relevant requirements and duties as set out in s1 and s122 of the RTRA 1984 and s16 of the Traffic Management Act 2004.

Summary of human resources implications

14. There are no known human resource implications.

Summary of sustainability impact

15. The traffic restrictions are a local highway improvement scheme that will complement the council's wider Transforming Travel programme and declared climate and ecological emergency. It will also support the council's Big Plan ambitions for improving local travel and creating an environment where the use of public transport, cycling and walking become more attractive travel choices.

Summary of public health implications

16. One of the aims of the scheme is to improve walking and cycling in the area by providing parking restrictions around junctions to improve safety, which may increase walking and cycling thereby improving health and wellbeing of residents and visitors.

Summary of equality implications

17. An equality impact assessment screening was carried out and is attached as Appendix 2.

    In summary, the restrictions will be a benefit to all road users as they will clear junctions and certain pinch points increasing visibility for pedestrians, cyclists and drivers. This will also make it easier for pedestrians and especially the elderly and those with mobility issues, visually impaired and with young children to use the dropped kerb crossing points and any associated tactile paving. The local amenities and seafront will still be accessible to all.

Summary of risk assessment

18. There are no known risk implications.

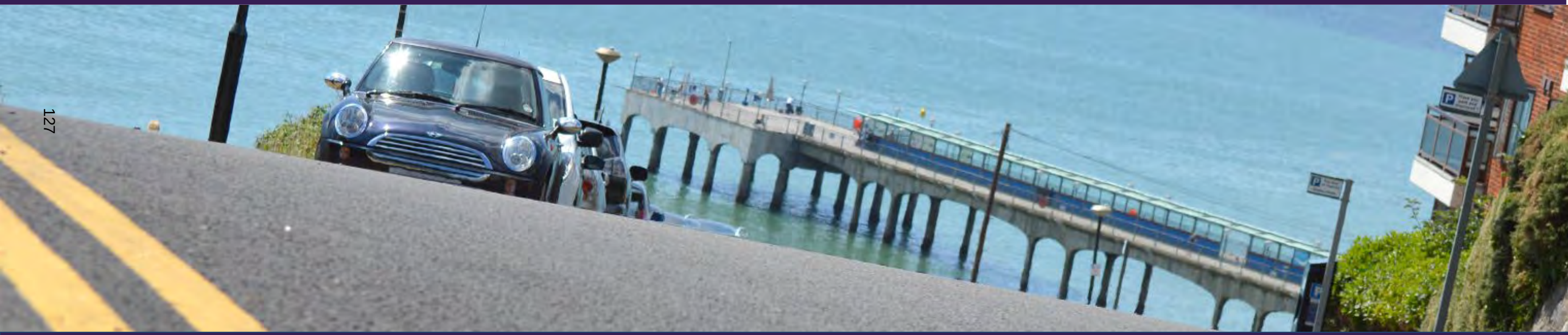
Background papers

There are no background papers

Appendices

Appendix 1 - Highcliffe School Area – P26 2022 TRO Notice Deposit Document
Appendix 2 - Consultation Outcome and Comments - Highcliffe Seafront Area – P26 202
Appendix 3 – Equality Impact Assessment Screening Document.

Highcliffe Seafront
Parking Restriction Proposals 2022
Ref: P26 2022



Bournemouth, Christchurch and Poole Council

(Parking Regulation, On-Street Parking Places and Off-Street Parking Places)

Consolidation Order 2021 (Amendment No. 26) Order 202X

INDEX OF DOCUMENTS ON DEPOSIT

A.	*Notice of Proposals* to make a traffic ORDER as sent for advertisement in the Bournemouth Echo on the 08 July 2022
B.	A Copy of the above titled draft traffic ORDER (MAP BASED)

	Road Name(s)	Restriction	Location/ Description	Map Tile Number(s)
1.	Abingdon Drive	No waiting at any time	Northern side of the carriageway extending approx. 30m from its junction with Mill Lane	AE50
2.	Abingdon Drive	No waiting & no loading/ unloading at any time	Southern side of the carriageway extending approx. 30m from its junction with Mill Lane	AE50
3.	Beacon Drive	No waiting at any time	Both sides of the carriageway extending approx. 20m from its northernmost junction with Wharncliffe Road	AF48
4.	Beacon Drive	No waiting at any time	Both sides of the carriageway extending approx. 20m from its southernmost junction with Wharncliffe Road	AG48
5.	Bute Drive	No waiting at any time	Both sides of the carriageway extending approx. 20m from its junction with Montagu Road	AF50
6.	Castle Avenue	No waiting at any time	Both sides of the carriageway: adj. and opposite to No.2 to its junction with Lymington Road	AF47
7.	Chewton Lodge/ Mill Lane	No waiting at any time	10m around the junction	AE50
8.	Elmwood Way	No waiting at any time	Both sides of the carriageway extending approx. 15m from its junction with Wharncliffe Road	AF48
9.	Jays Court/ Montagu Road	No waiting at any time	Approx. 15m around the junction	AF49
10.	Lymington Road (service road)	No waiting at any time	Both sides of carriageway adj. to and opposite 132 extending in a westerly direction to end of service road	AF46/AF47
11.	Lymington Road (service road)	No waiting at any time	Both sides of carriageway extending 15m from its junction with Castle Avenue	AF47
12.	Lymington Road (service road)/ Pine Crescent	No waiting at any time	Approx. 15m around the junction	AF47
13.	Lymington Road (service road)/ Silver Way	No waiting at any time	Approx. 10m around the junction	AF47
14.	Marrayat Court/ Montagu Road	No waiting at any time	Approx. 15m around the junction	AF49
15.	Mill Lane	No waiting & no loading/ unloading at any time	Both sides of the carriageway adj. to No.9 – 9a for approx. 30m in a southerly direction	AE50
16.	Mill Lane	No waiting at any time	Eastern side of the carriageway adj. to No.10 – No.2 Abingdon Drive	AE50
17.	Mill Lane/ Montagu Road	No waiting at any time	Approx. 20m around the junction	AE50
18.	Montagu Road	No waiting at any time	Both sides of the carriageway adj. to and opposite Nos. 21 – 23a	AF50
19.	Montagu Road	No waiting at any time	Northern side of the carriageway between its junction with Waterford Road to its junction with Jays Court	AF49
20.	Pine Crescent	No waiting at any time	Western side of the carriageway extending 30m and 10m on the eastern side from its westernmost junction with Lymington Road (service road)	AF47
21.	Rothesay Drive	No waiting & no loading/ unloading at any time	Both sides of the carriageway from its junction with Lymington Road to Highcliffe Castle car park entrance	AF47
22.	Rothesay Drive	No waiting & no loading/ unloading at any time	Both sides of the carriageway adj. to and opposite Nos. 35 – 36	AF47
23.	Rothesay Drive	No waiting at any time	Around turning head adj. to Nos. 40 – 41	AG47
24.	Rothesay Drive	No waiting at any time	Around turning head adj. to Nos.15a –19a	AF47
25.	Rothesay Drive	No waiting at any time	Adj. to No 20, 15m each side of the driveway entrance	AG47
26.	Stuart Road	No waiting at any time	Opposite No. 20 extending for approx. 50m in an easterly/ northerly direction	AE50
27.	Stuart Road	No waiting at any time	Adj. to No. 20a extending for approx. 80m in an easterly/ northerly direction	AE50
28.	Waterford Gardens	No waiting at any time	Both sides of the carriageway extending approx. 20m from its junction with Wharncliffe Gardens	AF48
29.	Waterford Place	No waiting at any time	Northern side of the carriageway for its entire length	AF49
30.	Waterford Road	No waiting & no loading/ unloading at any time	Western side of the carriageway extending approx. 20m from its junction with Wharncliffe Road in a northerly direction	AF49, AG49

31. Waterford Road	No waiting & no loading/ unloading at any time	Eastern side of the carriageway extending approx. 40m from its junction with Wharncliffe Road in a northerly direction	AF49
32. Waterford Road	No waiting at any time	Eastern side of the carriageway extending approx. 50m from its junction with Montagu Road in a northerly direction	AF49
33. Waterford Road	No waiting at any time	Western side of the carriageway extending approx. 20m from its junction with Waterford Place in a northerly direction	AF49
34. Wharncliffe Gardens	No waiting at anytime	Opposite its junction with Waterford Gardens for 50m	AG48, AG49
35. Wharncliffe Gardens	No waiting & no loading/unloading at any time	Both sides of carriageway extending 15m from its junction with Wharncliffe Road	
36. Wharncliffe Road	No waiting & no loading/unloading at any time	Both sides of carriageway extending approx. 65m from its junction with Lymington Road	AF48
37. Wharncliffe Road	No waiting at any time	Both sides of the carriageway from its junction with Elmwood Way to No. 10	AG48
38. Wharncliffe Road	No waiting & no loading/unloading at any time	Southside of the carriageway opposite Nos. 42 – 44 for approx. 20m	AG49
39. Wharncliffe Road	No waiting & no loading/unloading at any time	Both sides of the carriageway extending approx. 55m from its junction with Waterford Road	AG49
40. Wharncliffe Road	No waiting & no loading/unloading at any time	Both side of the carriageway adj. to and opposite Nos. 33 – 35	AF48
C. A Copy of the original traffic ORDER being amended (map based).			
D. A Statement of the Council's reasons for making the above traffic ORDER			

The last date for representations on the Notice of Proposals is 29 July 2022. All representations and comments will be considered before deciding the outcome.

Contact details - traffic@bcpcouncil.gov.uk | Traffic Team, BCP Civic Centre, Bourne Avenue, Bournemouth, BH2 6DY

A: NOTICE OF PROPOSALS

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021 (Amendment No. 26) Order 202x

PROPOSALS

Bournemouth, Christchurch and Poole Council proposes to make traffic regulations to control waiting and loading/unloading with the effects detailed in the Schedule to this Notice.

SUPPORTING INFORMATION

From 8 July 2022 a copy of this Notice, plans illustrating the proposals, a copy of the Draft Order, the Statutory Reasons for the proposals and a copy of the Order being amended may be inspected online at: www.bcpcouncil.gov.uk/highwayconsultations and at the Customer Services Centre, St Stephen's Road, Bournemouth, BH2 6EB (by appointment only Monday to Friday 10am to 4pm, email traffic@bcpcouncil.gov.uk).

REPRESENTATIONS

If you wish to make representations in support of, or in objection to, the proposals you must send them in writing, quoting reference **P26 2022** and specifying the grounds of any objection to: Traffic Team, BCP Civic Centre, Bourne Avenue, Bournemouth, BH2 6DY or email traffic@bcpcouncil.gov.uk to arrive by 29 July 2022. Please take note that all representations received will be available for public inspection.

Julian McLaughlin,
Director: Transport and Engineering

SCHEDULE

Proposed restriction: No waiting at any time on parts of the following roads (all BH23) – Abingdon Drive, Beacon Drive, Bute Drive, Castle Avenue, Chewton Lodge, Elmwood Way, Jays Court, Lymington Road (service road), Marrayat Court, Mill Lane, Montagu Road, Pine Crescent, Silver Way, Stuart Road, Waterford Gardens, Waterford Place, Waterford Road, Wharncliffe Gardens, Wharncliffe Road

Proposed restriction: No waiting & no loading/unloading at any time on parts of the following roads (all BH23) – Abingdon Drive, Mill Lane, Rothesay Drive, Waterford Road, Wharncliffe Road

B: DRAFT ORDER

Parking/Waiting Restrictions

Bournemouth, Christchurch and Poole Council
(Parking Regulation, On-Street Parking Places and Off-Street Parking Places)
Consolidation Order 2021 (Amendment No. 26) Order 202x

Bournemouth, Christchurch and Poole Council ("the Council") makes the following order under sections 1, 2, 3, 4, 32, 35, 45, 46, 49, 51, 52, 53 and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984 ("the Act") as amended and all other enabling powers, and after consultation with the Chief Officer of Police in accordance with Part III of Schedule 9 of the Act.

Part 1

1. Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021 is hereby varied by;
   a) The deletion from Schedule 2 thereto of the items contained in Part 2 to this Order;
   b) The addition to Schedule 2 thereto of the items contained in Part 3 to this Order.

2. Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021 as varied on divers dates and save as expressly varied as aforesaid shall continue in full force and effect.

3. The Interpretation Act 1978 shall apply to the interpretation of this Order as it applies for the interpretation of an Act of Parliament.

4. This Order shall come into operation on the xxx 202x and may be cited as: Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021 (Amendment No. 26) Order 2022.

Executed as a Deed by the affixing of the Common Seal

On ……

In the presence of

Signature ……..

Full Name ……..

Position ……..

Part 2 - (Items to be deleted)
SCHEDULE 2

Map tile	Revision
AE47	0
AE49	2
AE50	0
AF46	0
AF47	0
AF48	1
AF49	1
AG47	0
AG48	1
AG49	0

Part 3 - (Items to be inserted)
SCHEDULE 2

Map tile	Revision
AE47	1
AE49	3
AE50	1
AF46	1
AF47	1
AF48	2
AF49	2
AF50	0
AG47	1
AG48	2
AG49	1

Map Schedule Legend

Traffic Order Restriction Types

- Bus Parking Place
- Coach Parking Place
- Controlled Parking Zone
- Disabled Blue Badge Holders
- Emergency Vehicle Parking Place
- Limited Waiting
- Loading Place
- Motorcycle Parking Place
- No Stopping on School Entrance Markings
- Other Parking Place
- Payment Parking Place
- Permit Holders Only Parking Place
- Permit Parking Area
- Restricted Parking Zone
- Shared Use Parking Place
- Street Parking Place
- Taxi Rank
- Waiting Prohibited
- Waiting Prohibited At Any Time
- Waiting Prohibited with Loading Ban
- Clearway – No Stopping

- Off-Street Parking Place

Other Information

- Bus Stand
- Bus Stop
- Pedestrian Crossing
- Pedestrian Crossing Zig Zag

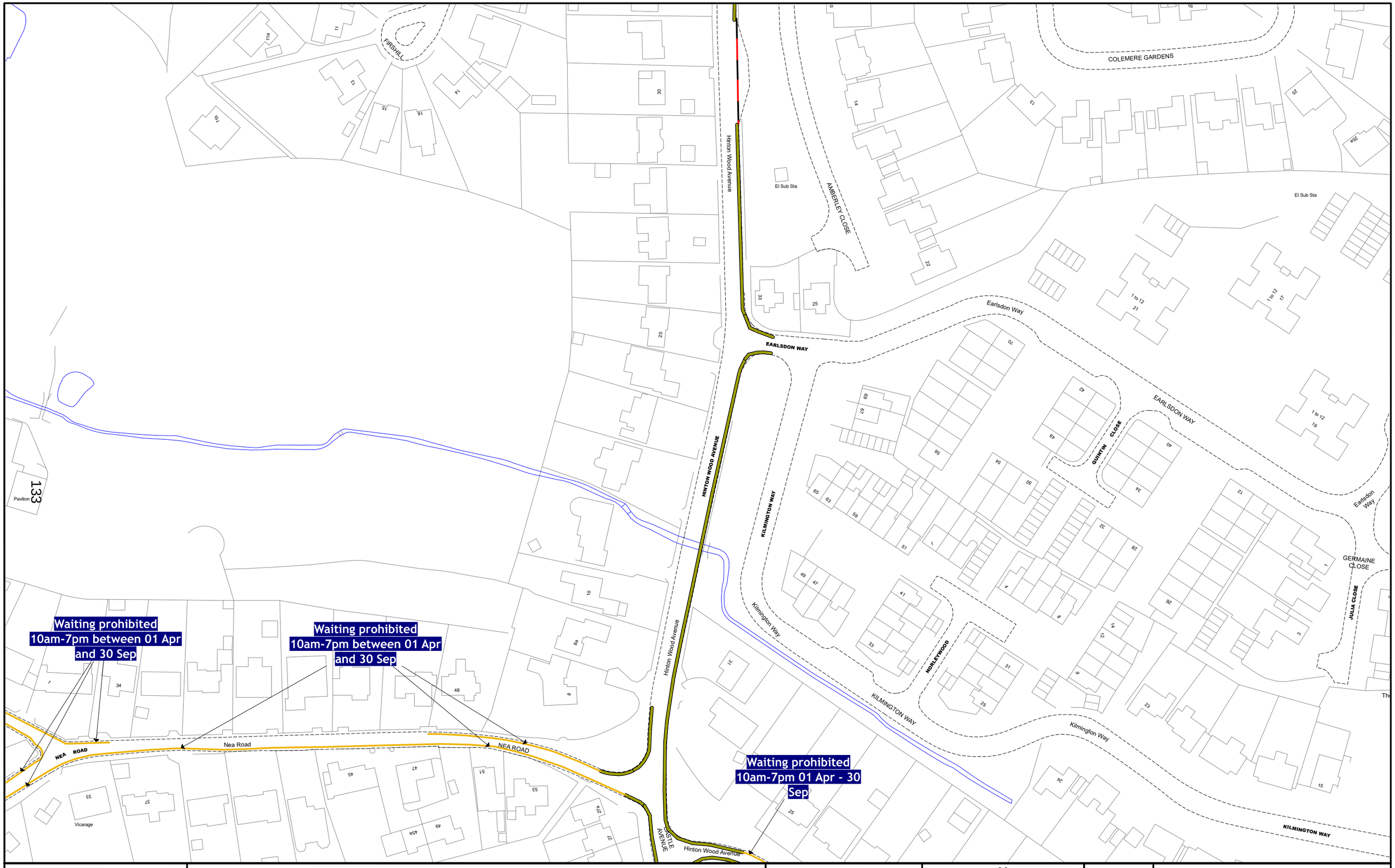
Note:

Exemptions to the restrictions shown in this legend are detailed in the preamble of the order or on the map tile in the restriction's label.

Bournemouth, Christchurch and Poole Council

ORDER TITLE:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021



BCP Council

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD47
AE46 AE48
AF47

N

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SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AE47
REVISION	1

Waiting prohibited 10am-6pm

Waiting Limited to 1 hour return prohibited within 1 hour 10am-6pm

Waiting prohibited 10am-6pm

Waiting prohibited Mon-Sat 10am-6pm

Waiting Limited to 1 hour return prohibited within 1 hour 10am-6pm

Waiting prohibited Mon-Sat 10am-6pm

Disabled Persons Parking Waiting limited to 1 hour, return prohibited within 1 hour Monday to Saturday 10am-6pm

Waiting prohibited 10am-6pm

Waiting limited to 2 hours return prohibited within 1 hour Monday to Friday 10am-4pm

Waiting prohibited 10am-6pm

Waiting and loading/unloading prohibited at any time except frontages

Waiting prohibited at any time and loading/unloading prohibited 10am-3pm

Waiting and loading/unloading prohibited at any time

Waiting prohibited 8am-6pm

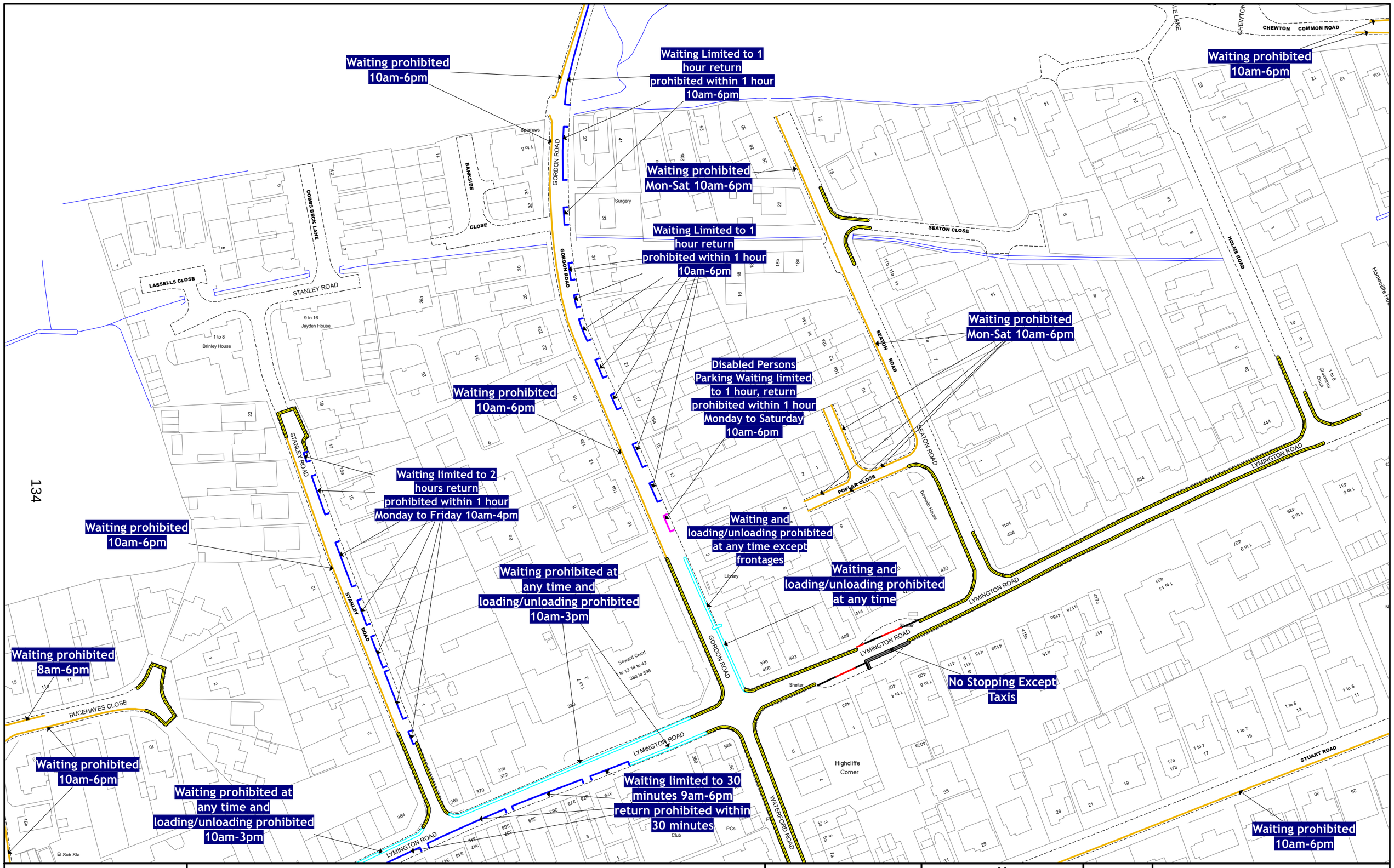
No Stopping Except Taxis

Waiting prohibited 10am-6pm

Waiting prohibited at any time and loading/unloading prohibited 10am-3pm

Waiting limited to 30 minutes 9am-6pm return prohibited within 30 minutes

Waiting prohibited 10am-6pm



BCP Council

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD49

AE48 AE50

AF49

N

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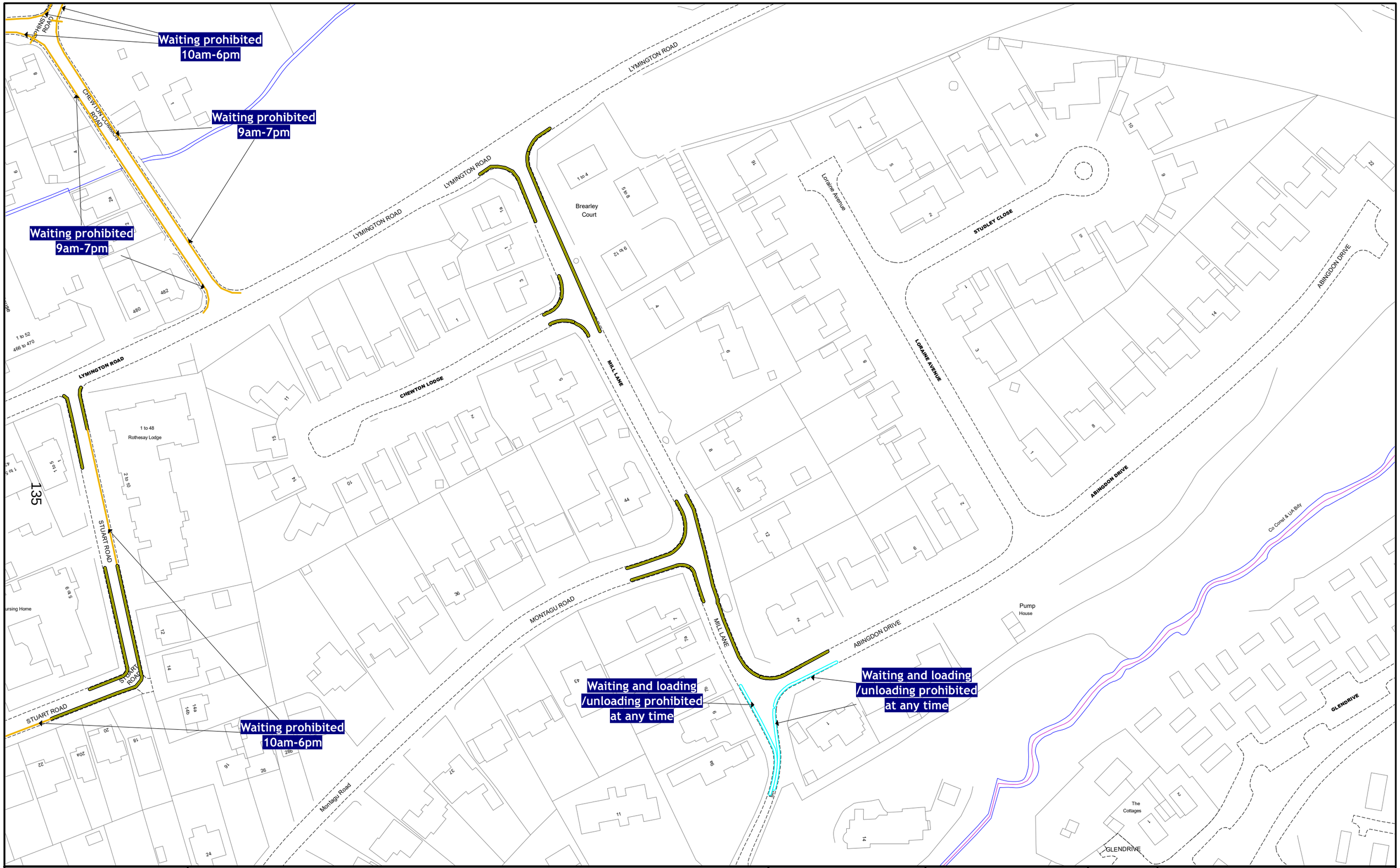
SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AE49
REVISION	3



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD50
AE49
AF50

N

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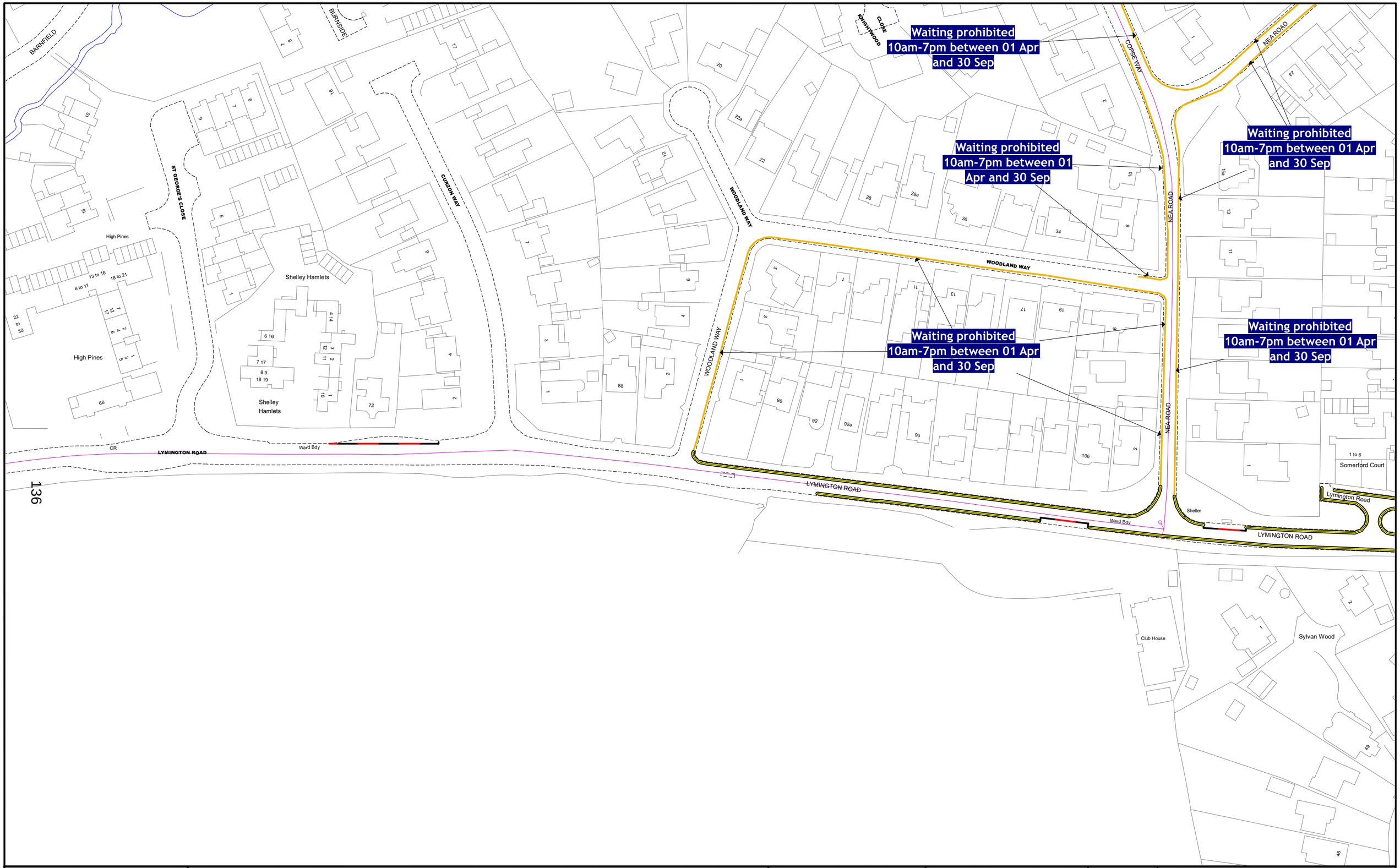
MAP	Tile Ref: AE50
REVISION	1



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE46

AF45 AF47

N

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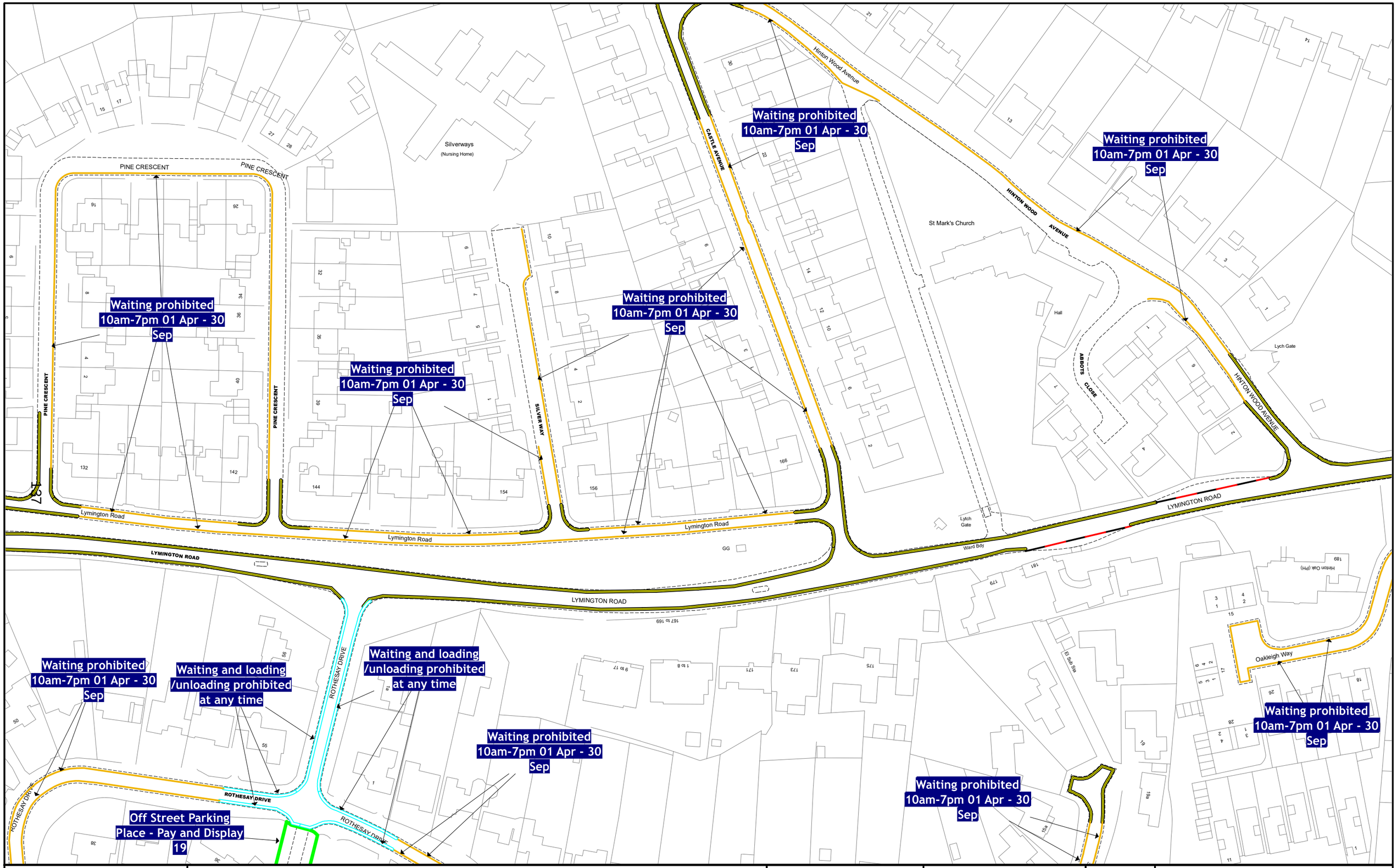
MAP	Tile Ref: AF46
REVISION	1



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE47
AF46 AF48
AG47

N

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SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AF47
REVISION	1

Waiting prohibited at any time and loading /unloading prohibited 10am-3pm

Waiting prohibited at any time and loading/unloading prohibited 10am-3pm

Waiting limited to 30 minutes 9am-6pm return prohibited within 30 minutes

Waiting limited to 30 minutes 10am-6pm return prohibited within 30 minutes

Waiting limited to 2 hours return prohibited within 2 hours 10am-6pm

Waiting and loading /unloading prohibited at any time

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting and loading /unloading prohibited at any time

Waiting limited to 2 hours return prohibited within 1 hour

Waiting prohibited 10am-6pm

Waiting prohibited 10am-6pm

Waiting prohibited 10am-6pm

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-7pm 01 Apr - 30 Sep

Waiting prohibited 10am-6pm

KILMINGTON WAY
GREENWAYS
JESMOND AVENUE
LYME CRESCENT
LYMINGTON ROAD
THE OLD BAKEHOUSE MEWS
Postmasters Court
Hotel
Medical Centre
Youth Centre
Globe Inn (PH)
Shelter
PC
Pav
WHARNCLIFFE ROAD
WORTLEY ROAD
WHARNCLIFFE GARDENS
WATERSIDE GARDENS
OAKLEIGH WAY
BEACON DRIVE
MAPLE CLOSE
REDAN CLOSE
ELMWOOD WAY
Surgery
ESS

138

BCP Council

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE48
AF47 AF49
AG48

N

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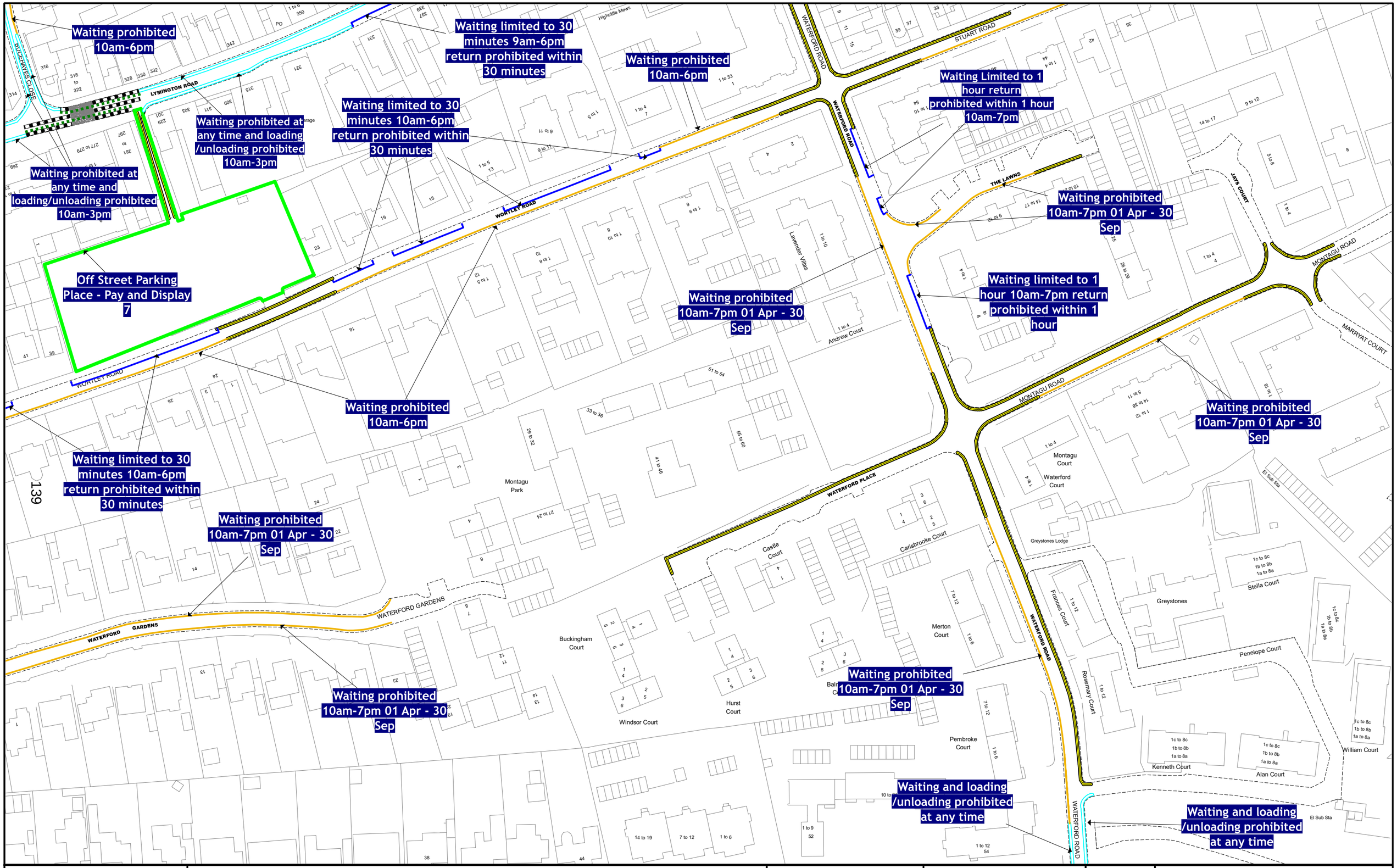
MAP	Tile Ref: AF48
REVISION	2



139

BCP Council

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE49
AF48 AF50
AG49

N

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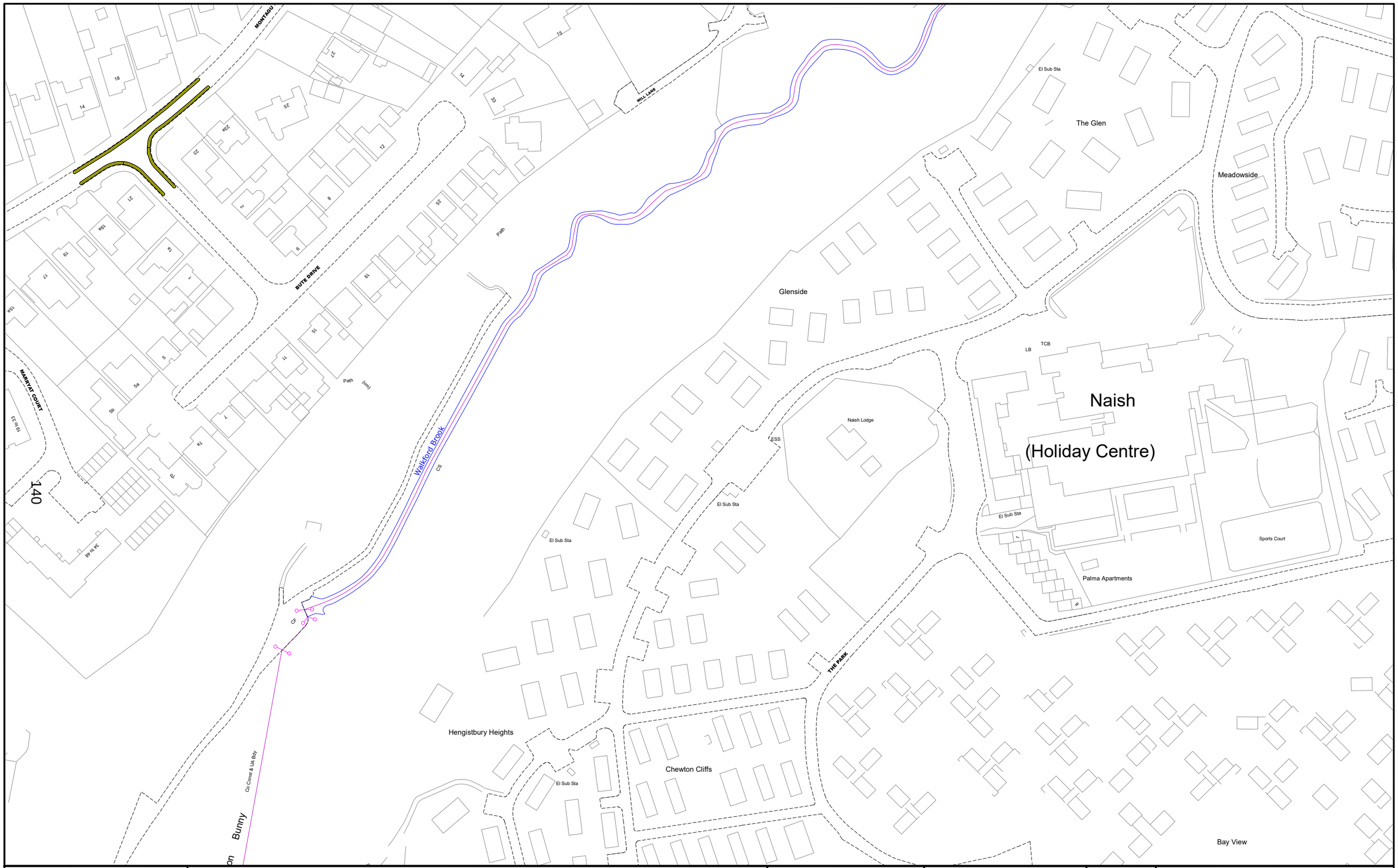
SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AF49
REVISION	2



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PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE50

AF49

N

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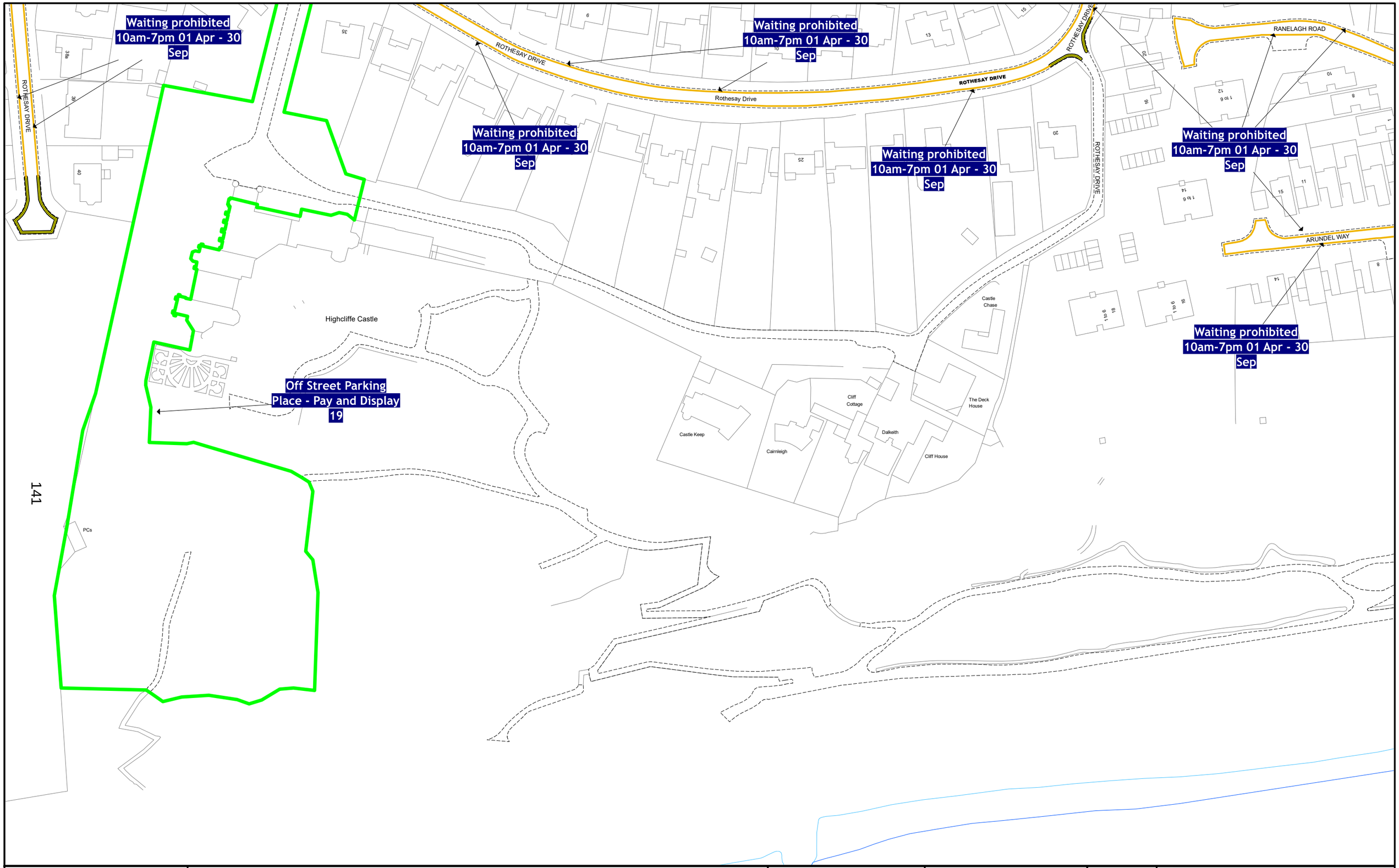

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AF47 AG48

N

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SCALE	1 : 1250 @ A3
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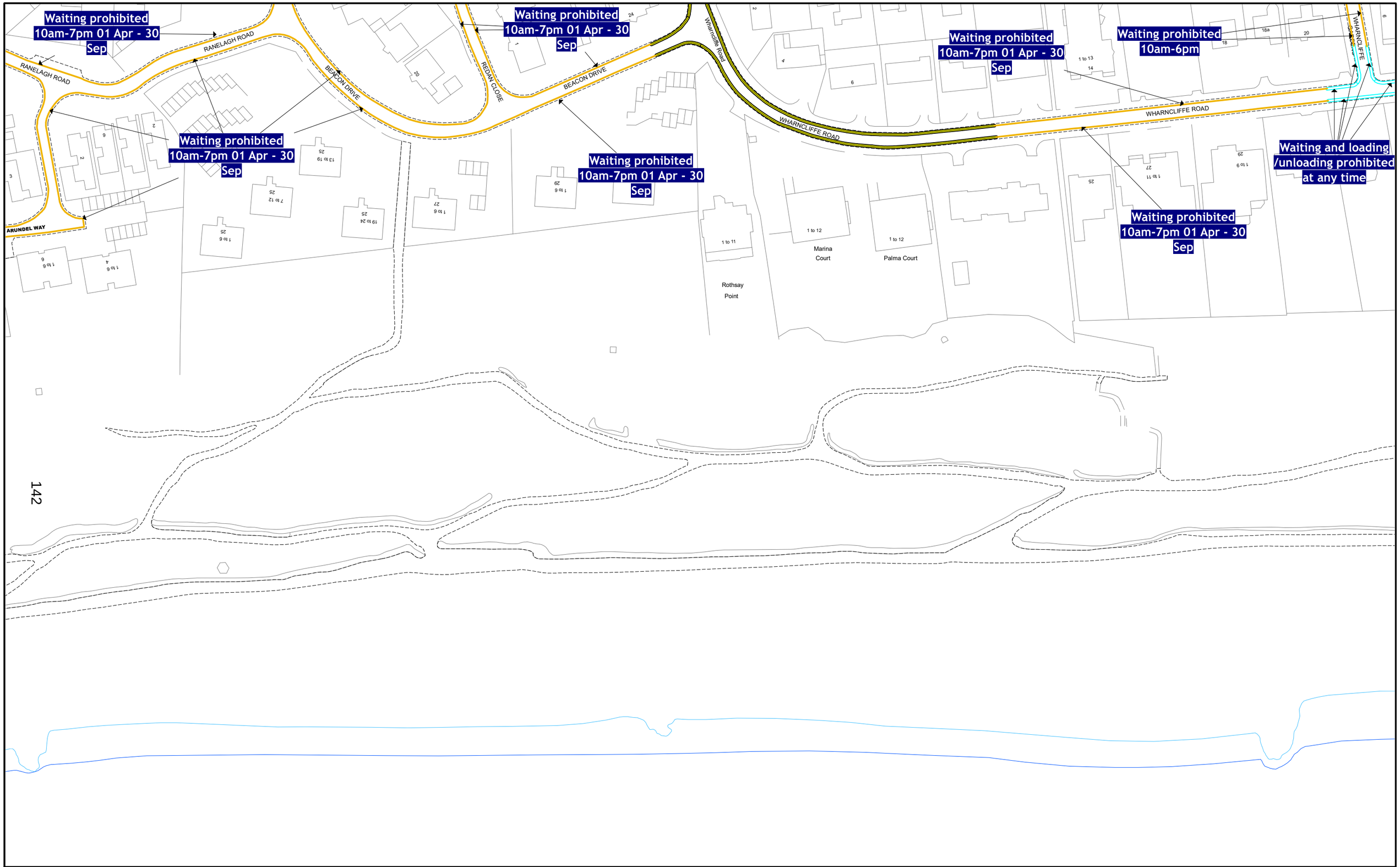
MAP	Tile Ref: AG47
REVISION	1



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

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PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AF48

AG47 AG49

N

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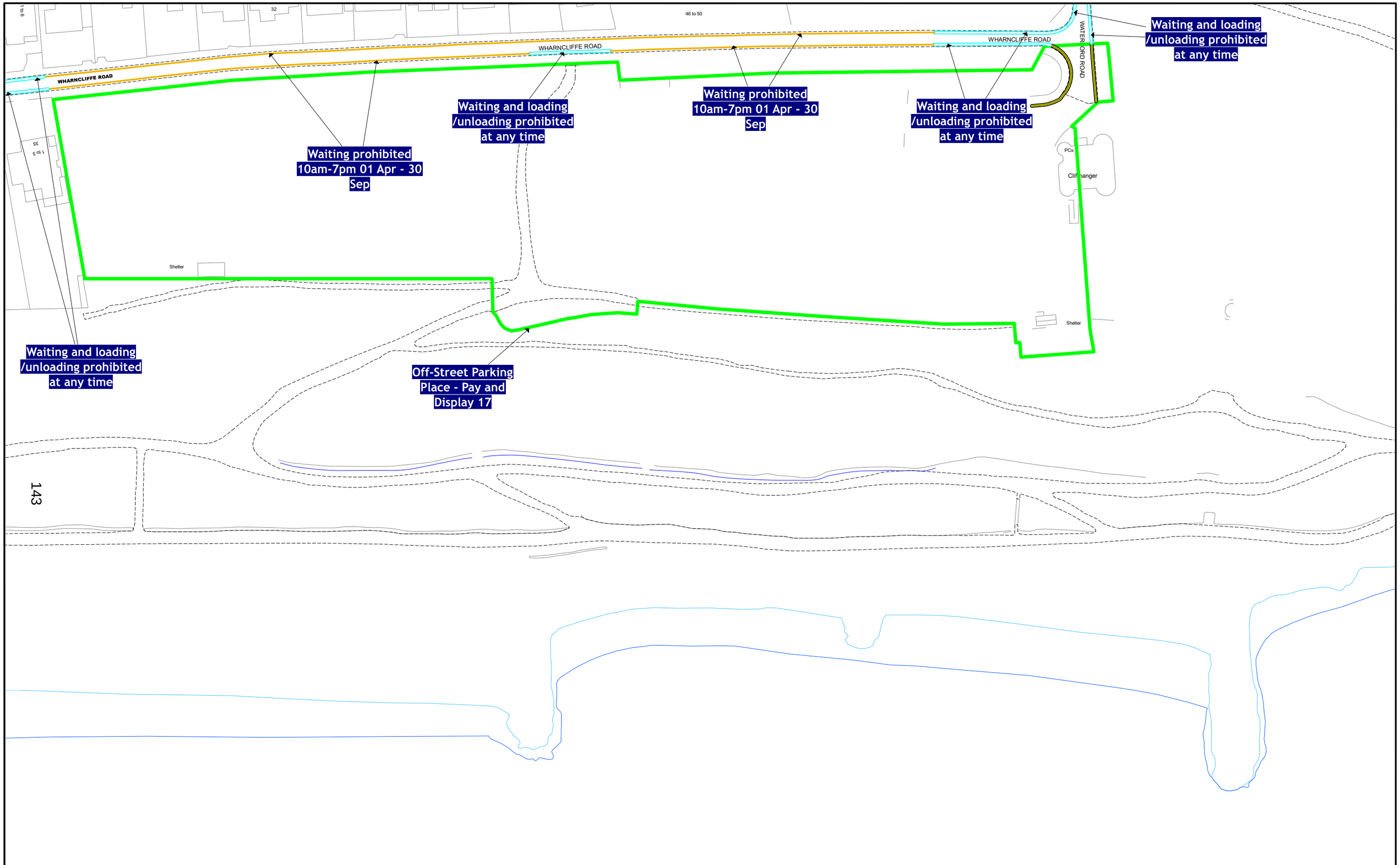
SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AG48
REVISION	2



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

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Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

PROPOSED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AF49

AG48

N

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SCALE	1 : 1250 @ A3
DATE	08/07/2022
MAP	Tile Ref: AG49
REVISION	1

C: ORIGINAL ORDER

Parking/Waiting Restrictions

Map Schedule Legend

Traffic Order Restriction Types

- Bus Parking Place
- Coach Parking Place
- Controlled Parking Zone
- Disabled Blue Badge Holders
- Emergency Vehicle Parking Place
- Limited Waiting
- Loading Place
- Motorcycle Parking Place
- No Stopping on School Entrance Markings
- Other Parking Place
- Payment Parking Place
- Permit Holders Only Parking Place
- Permit Parking Area
- Restricted Parking Zone
- Shared Use Parking Place
- Street Parking Place
- Taxi Rank
- Waiting Prohibited
- Waiting Prohibited At Any Time
- Waiting Prohibited with Loading Ban
- Clearway – No Stopping
- Off-Street Parking Place

Other Information

- Bus Stand
- Bus Stop
- Pedestrian Crossing
- Pedestrian Crossing Zig Zag

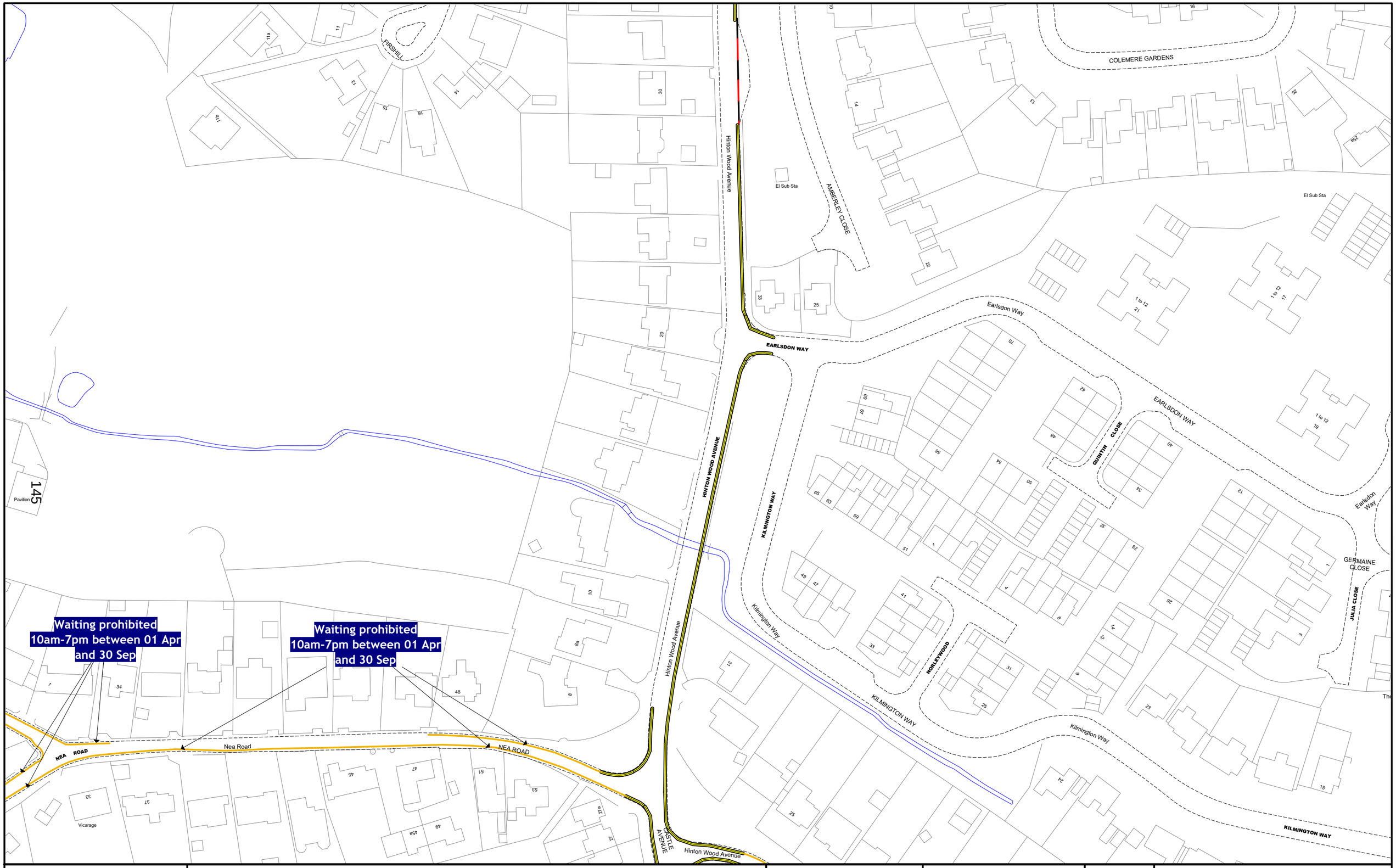
Note:

Exemptions to the restrictions shown in this legend are detailed in the preamble of the order or on the map tile in the restriction's label.

Bournemouth, Christchurch and Poole Council

ORDER TITLE:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD47
AE46 AE48
AF47

N

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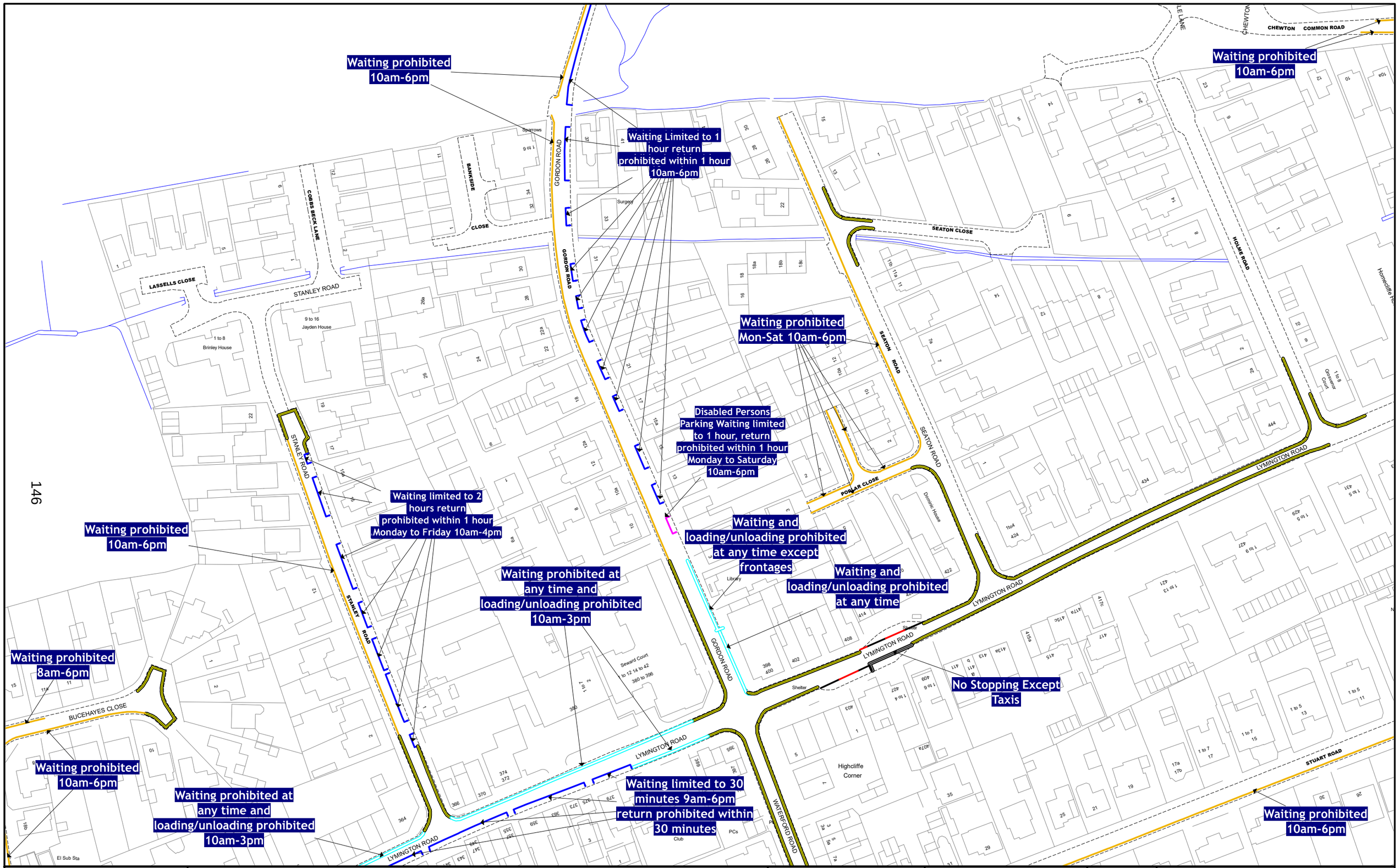

BCP Council

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD49
AE48 AE50
AF49

N

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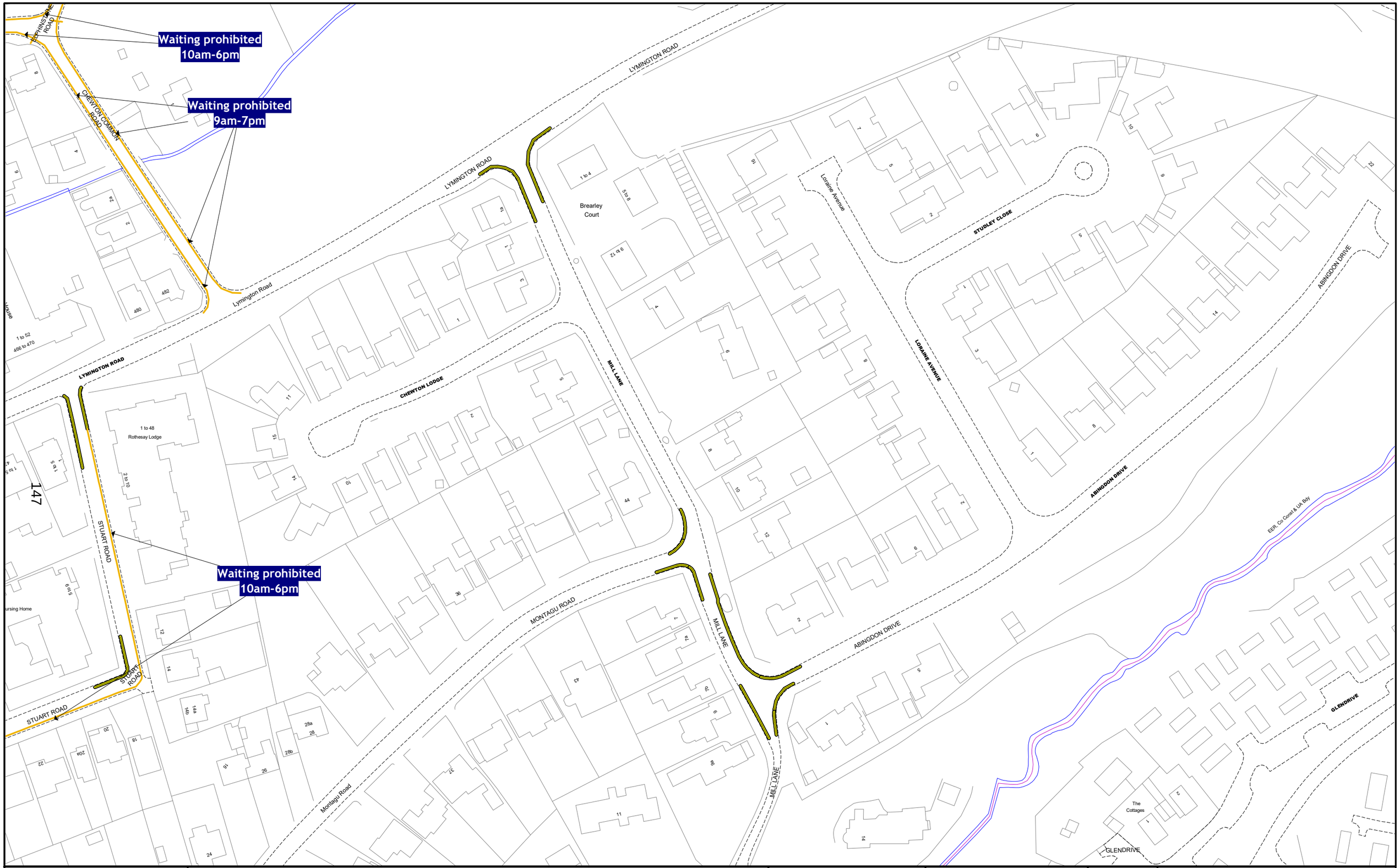
SCALE	1 : 1250 @ A3
DATE	28/02/2022
MAP	Tile Ref: AE49
REVISION	2



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AD50

AE49

N

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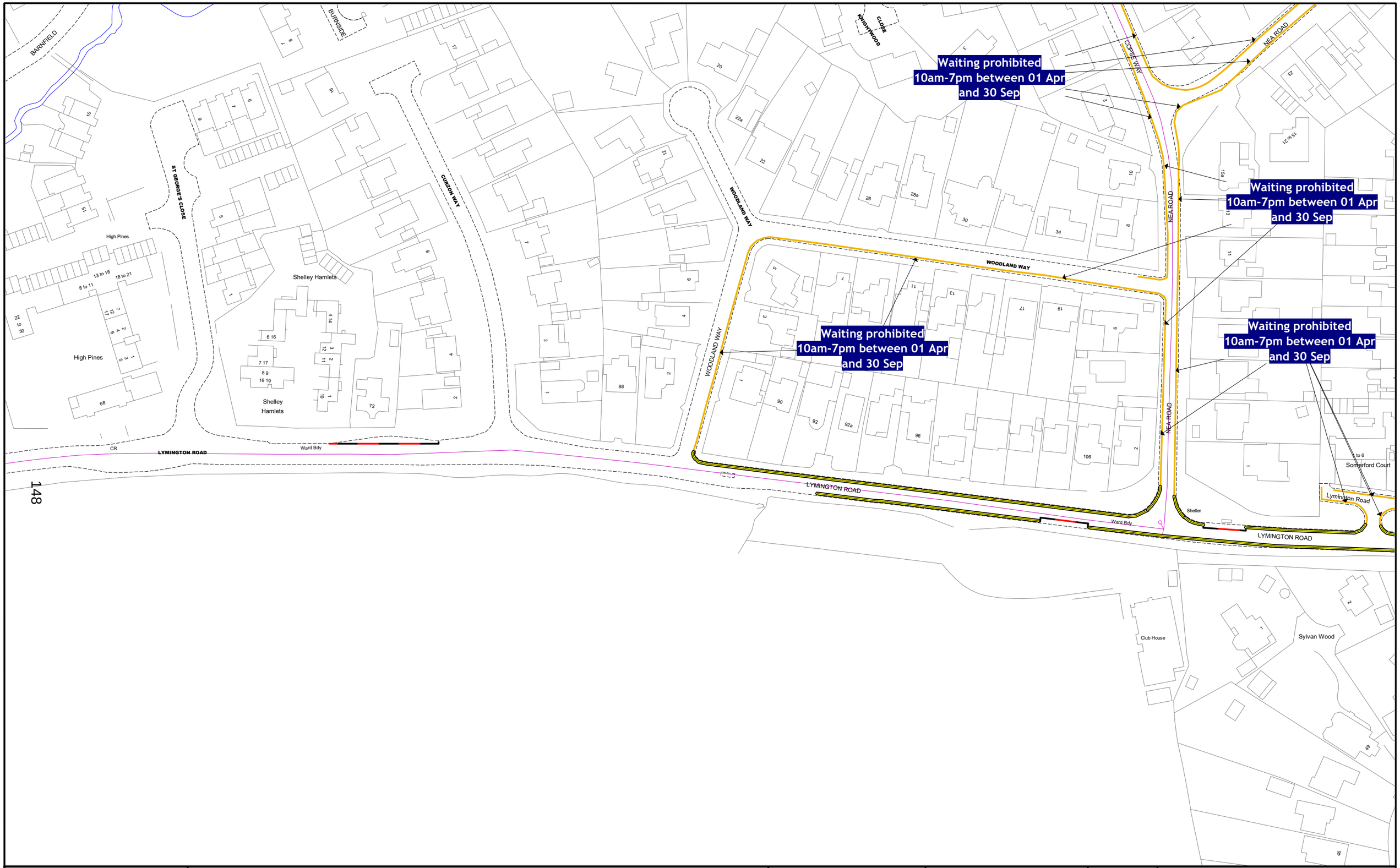
SCALE	1 : 1250 @ A3
DATE	15/02/2021
MAP	Tile Ref: AE50
REVISION	0



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

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Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE46

AF45 AF47

N

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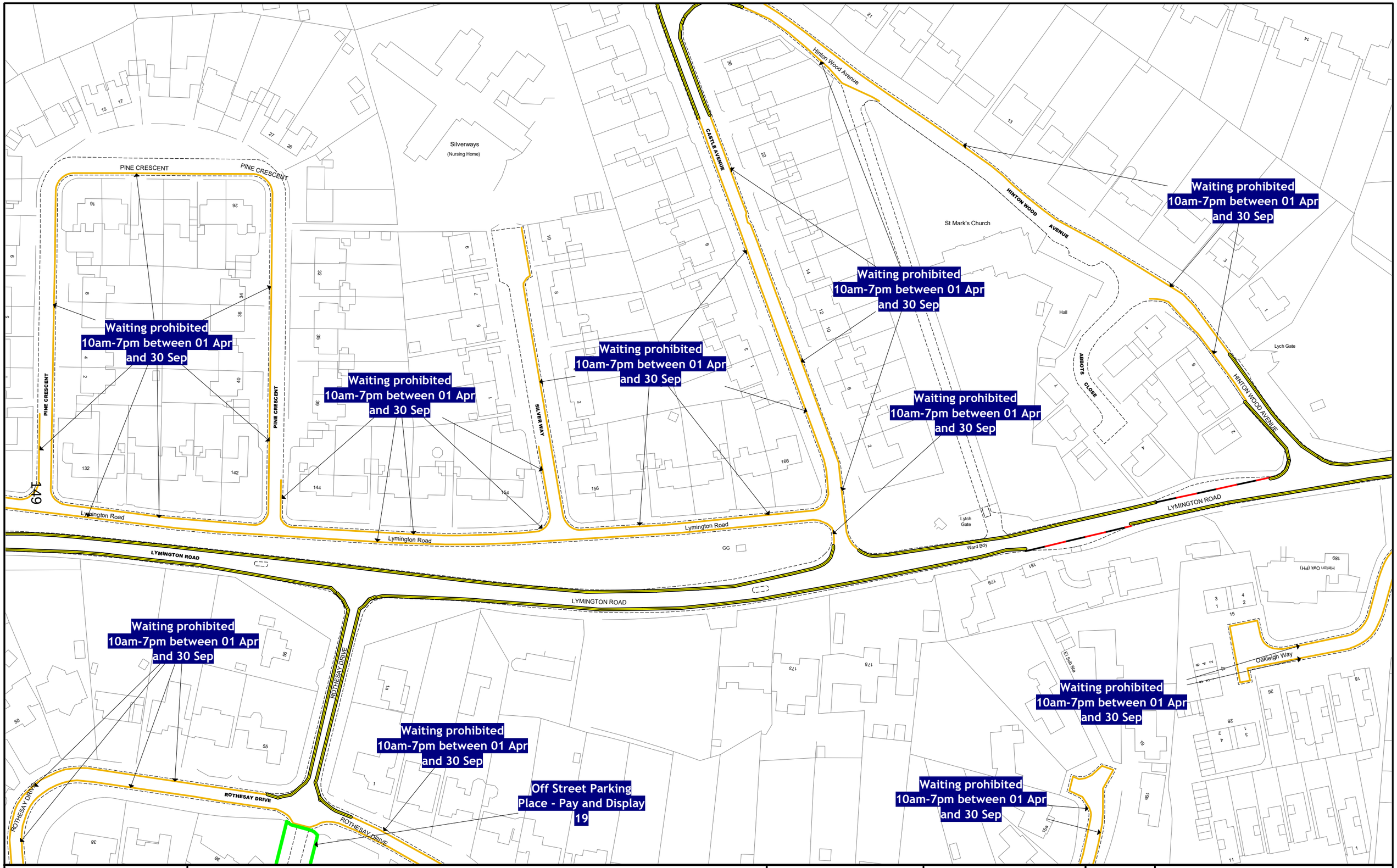
SCALE	1 : 1250 **@ A3**
DATE	15/02/2021
MAP	Tile Ref: AF46
REVISION	0



BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE47
AF46 AF48
AG47

N

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SCALE	1 : 1250 @ A3
DATE	15/02/2021
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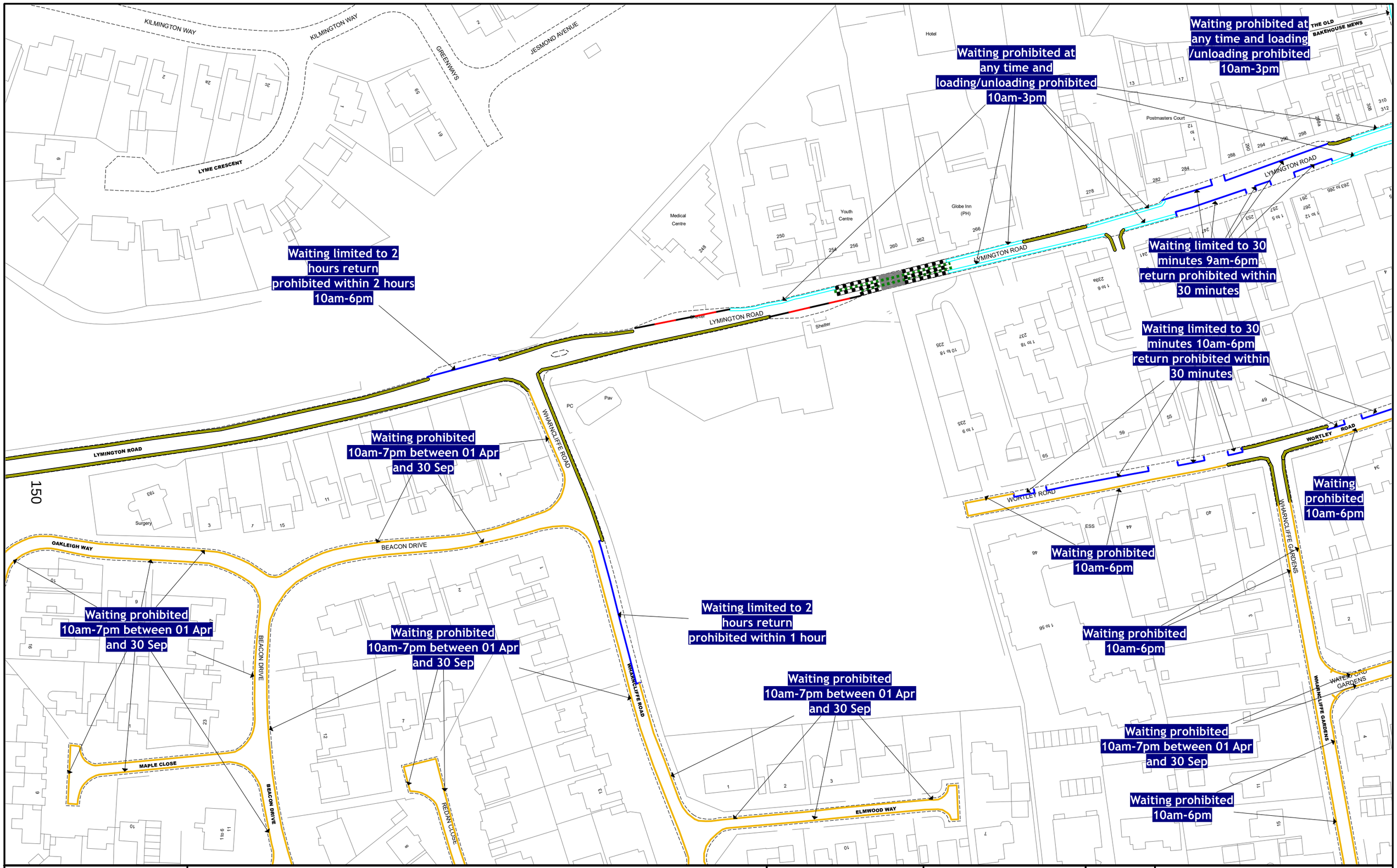

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

Order Title:

Bournemouth, Christchurch and Poole Council (Parking Regulation, On-Street Parking Places and Off-Street Parking Places) Consolidation Order 2021

CONFIRMED

NOTE: SEE MAP SCHEDULE LEGEND FOR RESTRICTIONS DISPLAYED

AE48
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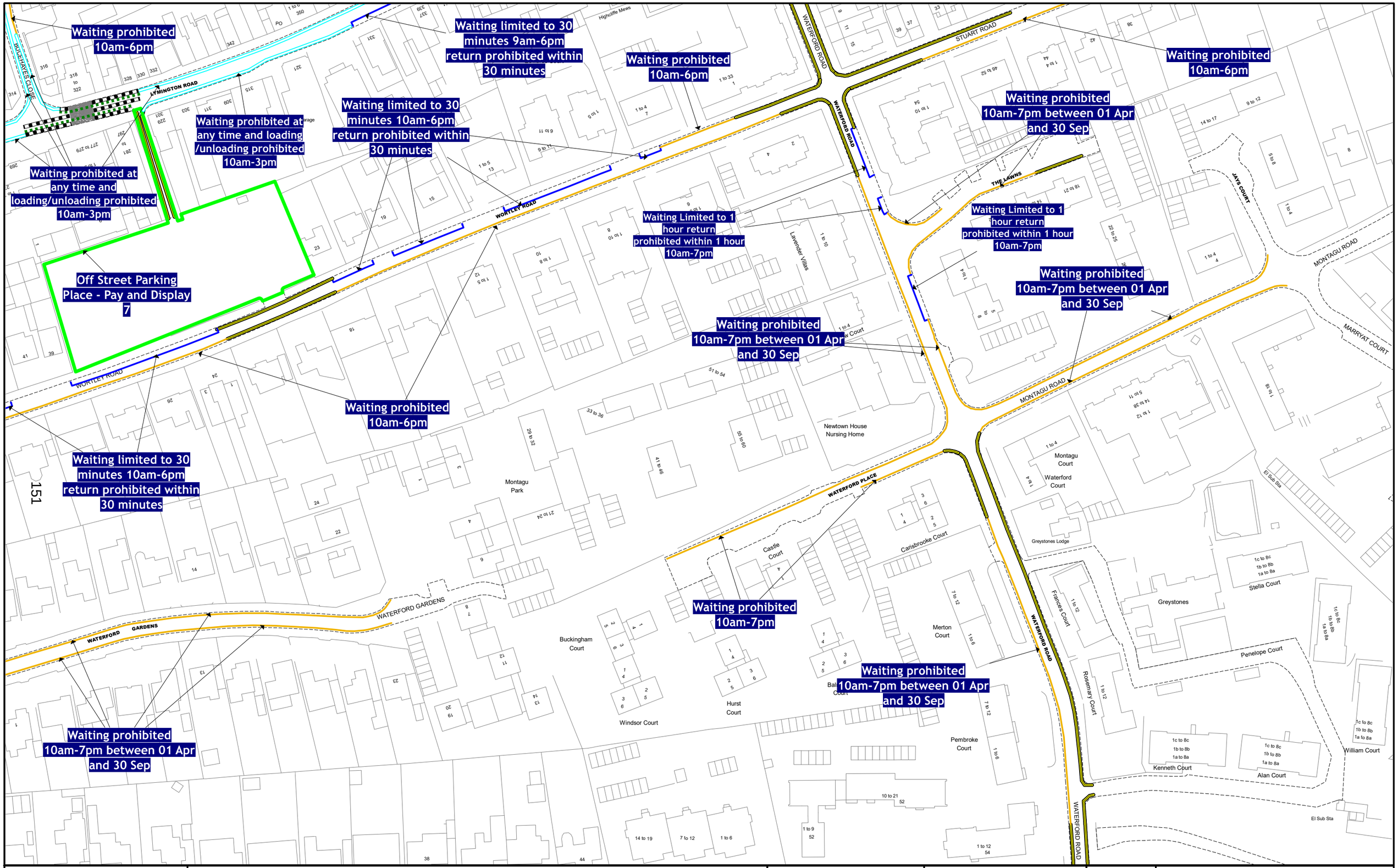

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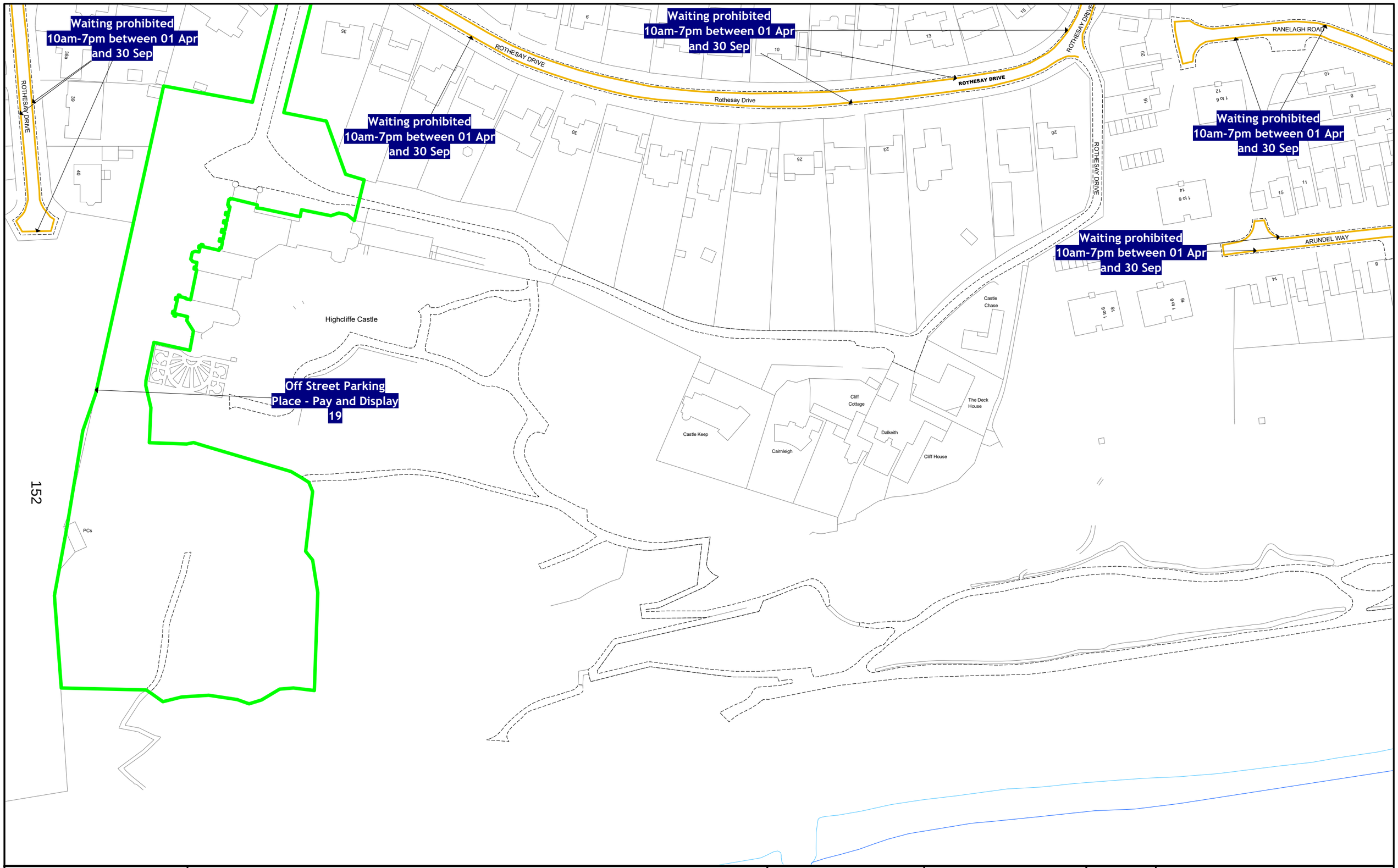

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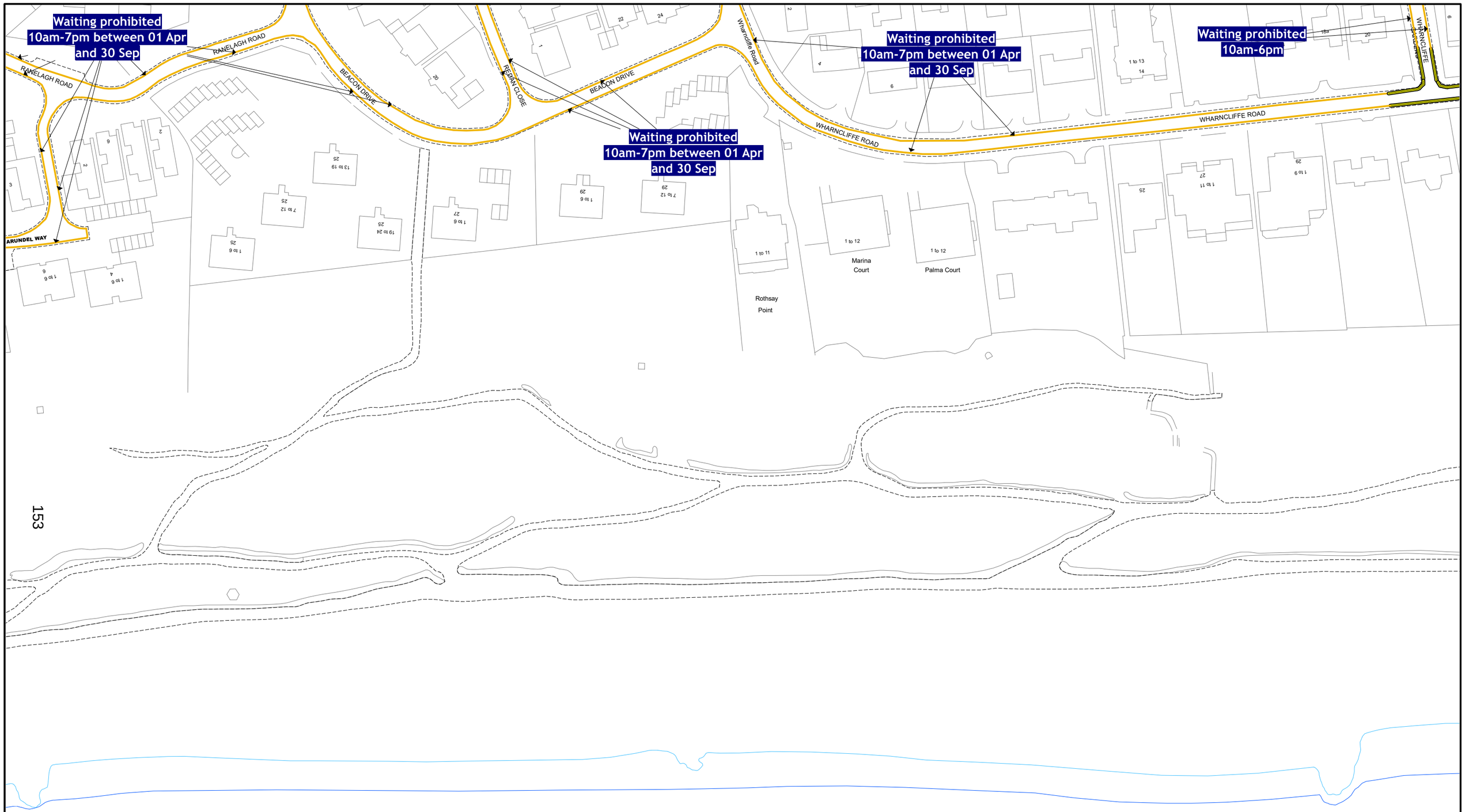

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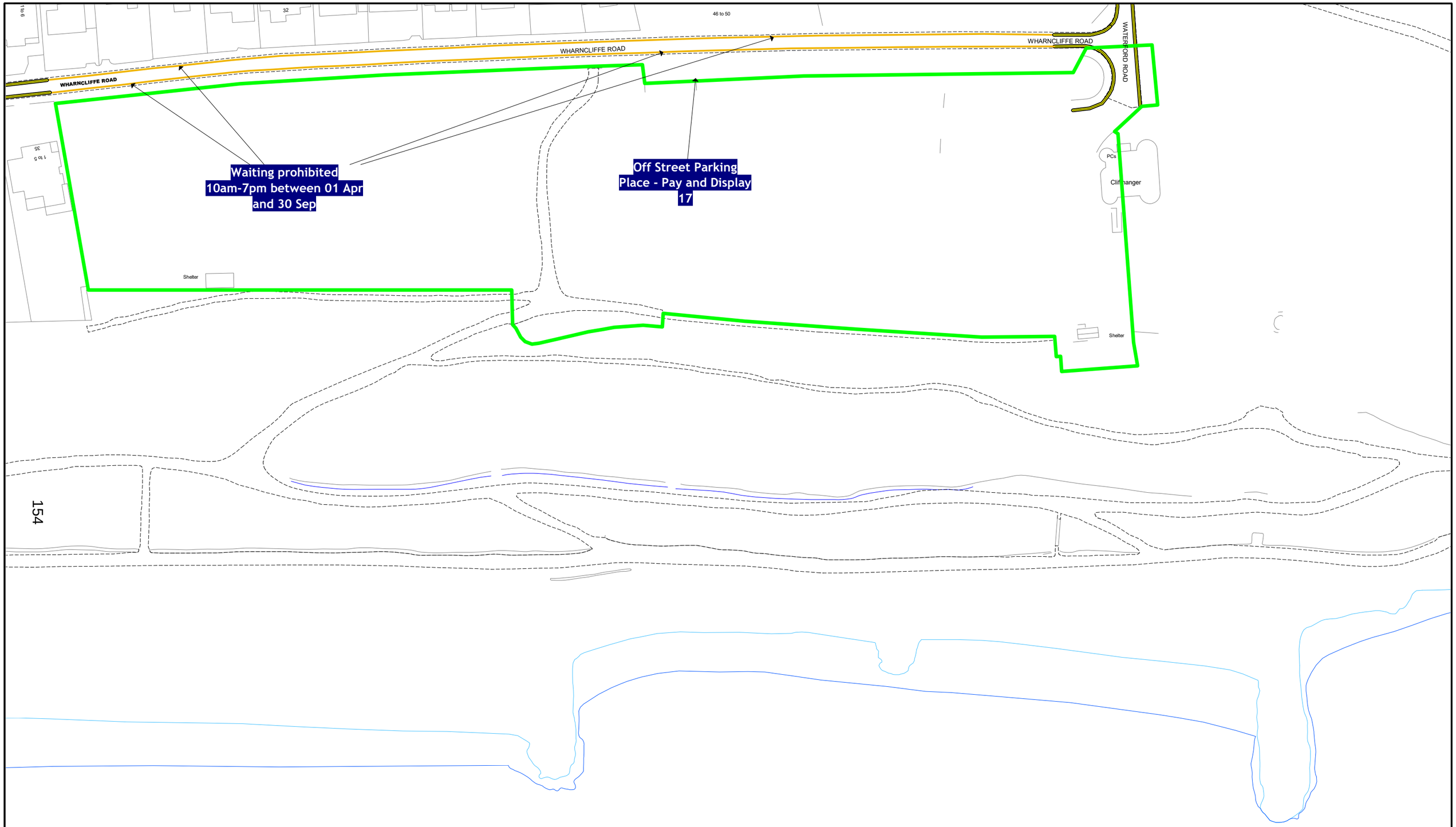

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D: STATEMENT OF STATUTORY REASONS

Bournemouth, Christchurch and Poole Council as Highway Authority proposes to make the above Traffic Order in discharge of its duty under Section 122 of the Road Traffic Regulation Act 1984, “to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)”, in accordance with the provisions of Section 1(1) of the Road Traffic Regulation Act 1984 for one or more of the following reasons:

(a)	For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.	✓
(b)	For preventing damage to the road or to any building on or near the road.	
(c)	For facilitating the passage on the road or any other road of any class of traffic (including pedestrians).	✓
(d)	For preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property.	
(e)	For preserving the character of the road in a case where it is specifically suitable for use by persons on horseback or on foot.	
(f)	For preserving or improving amenities of the area through which the road runs.	✓
(g)	For any of the purposes specified in paragraphs (a) to (c) of subsection (1) of Section 87 of the Environment Act 1995 (air quality)	

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Equality Impact Assessment: Conversation Screening Tool

What is being reviewed?	**Traffic order: Highcliffe seafront area parking restriction proposals 2022 – Ref: P26 2022** The introduction of waiting restrictions at specific points along junctions, bends and narrow points.
What changes are being made?	Traffic order – Loading and Waiting restrictions on majority of junctions and along specific points. The current restrictions: • Waiting prohibited 10am-7pm between 01 Apr and 30 Sep. • Waiting and loading/unloading prohibited 10am-7pm between 01 Apr and 30 Sep Proposed changes: • No waiting at any time • Waiting and loading/unloading prohibited at any time
Service Unit:	Infrastructure – Traffic Team
Participants in the conversation:	Andrew Brown – Traffic Management Team Manager Phillip Elias - Senior Rights of Way Officer Robert Walter – Senior Technician Matthew Carruthers – Traffic Technician
Conversation date/s:	May 2022 & July 2023
Do you know your current or potential client base? Who are the key stakeholders?	Road Users Local Residents of the area. People who travel through the area – by all forms of transport including people accessing the local beaches. Local residents' association and Parish Council - The Highcliffe Residents Association and Highcliffe and Walkford Parish Council. Organisations on the statutory consultation list for Traffic Orders including the emergency services – Police, Fire, Ambulances, Taxi associations/operators and DOTS Disability. Visitors – Visitors including tourists to the local seafront.

Do different groups have different needs or experiences?	Age – old & young (under 16) Disability – those with Blue Badges, visually impaired The proposed restrictions should have no affect on any other group
Will this change affect any service users?	The proposed changes to waiting restrictions resulting from the Traffic Order impact all road users, including those in protected characteristic groups, who may wish to park vehicles in the affected area.
What are the benefits or positive impacts of the change on current or potential users?	The waiting restrictions have been designed to discourage parking where this causes a road safety issue, and to discourage parking where this causes disruption to essential services.
What are the negative impacts of the change on current or potential users?	The waiting restrictions in the proposals will reduce the availability of on-street parking; possibly resulting a negative effect on the individuals currently parking in those locations.
Will the change affect employees?	Yes, some BCP Council colleagues will visit or live in the area.
Will the change affect the wider community?	Yes, it should make easier for traffic to move and safer for the pedestrians to move around. It will also make it easier for emergency vehicles to access some area/points.
What mitigating actions are planned or already in place for those negatively affected by this change?	The majority of the main roads will keep the current existing Seasonal (single yellow line) restriction. There are also three carparks serving the area with dedicated on street parking bays. One of the car parks has an overflow capability for extremely busy days.
Summary of Equality Implications:	The restrictions will be a benefit to all road users. The restrictions will clear junctions and certain pinch points increasing visibility and passing of vehicles. The local amenities and seafront will still be accessible to all.

Form Version 1.2

Appendix 2 - Consultation Outcome and Recommendations
Highcliffe Seafront Area Parking Restriction Proposals 2022 (P26 2022)
Consultation dates: Friday 8th - Friday 29th July 2022

Location	Summary of Responses (Number Received & Summary of Points Raised	Decision & Comments
Area Wide: Highcliffe Seafront area	70 Responses Overall Support 25 - 36% Objection 45 - 64% (10 objections were for Stuart Road only) Supported by Highcliffe & Walkford Parish Council and Highcliffe Residents Association	**<u>Install as advertised</u> - except the Stuart Road section which will be withdrawn.** The scheme will be monitored following installation (subject to approval)
Area Wide: Highcliffe Seafront area	**Support – Summary of response's** • Supported on grounds of safety. • Proposals considered to be an enhancement to the existing parking restrictions in Highcliffe Seafront area and will, in time, change the mindset of those who visit the area and decide to park illegally/dangerously/away from the car parks. • They provide a good solution to the main concerns experienced by poor parking practices.	• The proposed restrictions will reduce unsafe and obstructive parking, enabling improved visibility/ manoeuvrability on the roads. • Proposed restrictions does not remove the ability to park close to the seafront accesses for the disabled. The surrounding car parks also all offer ample amount of disabled parking • Seasonal waiting/loading restrictions remain in place apart from a small number of certain sections which will restrict waiting/loading at all times • Proposal advertised is sufficient for road layout at this location
Area Wide: Highcliffe Seafront area	**Objections – Summary of response's** • The introduction of a restriction will just move the problem to another area • This will totally alienate holiday makers and people that need to drive to Highcliffe. • On-street parking is for the public to use for any reason they want or need. Members of the public use on-street parking in this area to access the beach; a public space for all to enjoy. • Visitors will no longer be able to park within walking distance of the beaches; discriminating against those who live in cheaper housing locally which will include those with younger children, older residents, the disabled and those with mobility issues. • Staff and visitors will not be able to park. • Parking for the beach is, for the majority, over approx. three months per year. • There are not enough car parks to accommodate tourists and local shoppers during the summer months. • Many people can't afford it carpark fees. • The scheme does not go far enough and should have more restrictions proposed. • Not all residents agree that there is an issue in the area - • Congestion is not an issue in any of these areas. • Creation of restrictions will not benefit service delivery. • There is no history of recorded collisions. • Residents have driveways and so are unaffected.	• There is already an existing seasonal parking restriction with single yellow line that restricts parking in the majority of the area from 1st April to 31st October. This seasonal restriction will remain in place along with installation of 'No Waiting at Anytime' restrictions on corners, junctions and bends. • Comments made regarding carparks remaining open or cost are outside the scope of this consultation but have been passed on to relevant BCP Team. • There were a number of comments from Montagu Road residents indicating that the proposals should go further. It must be noted that advertised proposals cannot be added to, but once installed (subject to approval) the restrictions will be monitored with continued dialogue locally and any further changes required to be assessed and prioritised for any future programme. • Car Parks are outside the scope of this consultation

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CABINET

Report subject	**SEND – Accelerated Timeliness**
Meeting date	27 September
Status	Public Report
Executive summary	A Written Statement of Action is in place to respond to the Local Area Special Educational Needs and Disabilities (SEND) Inspection that took place in June 2021. An improvement programme to deliver this is in train and reports to the SEND Improvement Board. The SEND Inspection identified eight areas of significant weakness which need to be addressed. This resulted in a set of actions being put into the Written State of Action to address the weaknesses. Improvement activity is underway, and progress is being made in several areas, however in the key area of statutory performance the service performance has decreased, and this data places BCP Council as the 5th lowest performing authority in the country, in terms of adhering to the statutory 20-week timescale for Education, Health and Care Needs Assessments and Plans. This business case puts forward the reason for the poor performance and the actions being taken to mitigate this. It also includes a proposal for urgent investment in the SEND Service on a short-term basis to manage the backlog so that the service can meet its statutory duties going forward. The concerns about this performance and the action plan have been raised at the SEND Improvement Board as have the capacity issues to manage the backlog and the increased demands.
Recommendations	**It is recommended that Cabinet:** a. **Approves £784k one-off investment in the Children's Services SEND Service to manage the backlog funded from a specific Earmarked Reserve.**
Reason for recommendations	Failure to act will result in children and young people continuing to not receive the support they are entitled to and risks further escalation by the DfE.

Portfolio Holder(s):	Councillor Richard Burton
Corporate Director	Cathi Hadley, Corporate Director of Children's Services
Report Authors	Sarah Rempel, Director of Education & Skills
Wards	Not applicable
Classification	For Decision

Background Detail

1. The Children and Families Act became law in March 2014. The new Special Educational Needs legislation, and the SEND Code of Practice contained within it, came into being in September 2014. The new Act required major changes to working procedures, mainly centred on needing to improve learning and life outcomes for children and young people with SEN and disability.

2. The act aimed for services to work collaboratively to provide a co-ordinated approach to meeting the needs of children and young people with SEND. The Education, Health and Care assessment procedures were designed to be a person-centred approach to provide as much information as possible to ensure that the outcomes were those wished for by the child, young person and their families.

3. Education, Health and Care Plans (EHCPs) provided the same statutory protection as previous statements but extended the rights to children and young people in education and training up to the age of 25. The new legislation extended the right to request a statutory assessment for a child or young person between the ages of 0-25.

4. The 2014 reforms had the right aspirations; however, it is now recognised that they created not only funding issues but systemic problems and accountability failures, including:

    - a lack of joint working between responsible bodies
    - a need for culture change towards joint working, without which even significant funding increases might make little impact
    - an adversarial, hard-to-navigate system, with parents needing to fight for support they are entitled to, and too many parents having to take their case to tribunals
    - an absence of responsibility for driving change and accountability for failures.

National picture

5. The national picture since 2014 is one of a system that is overwhelmed. Nationally, applications for ECHPs have increased by 215% from 2015 to 2022 and SEND tribunals have tripled.

6. Pressures on provision and the workforce have arisen from the lack of sufficiency of special school places, home to school transport costs, recruitment and retention pressures in key roles and significant waiting times for Health appointments and assessments.

7. Alongside this, huge financial strain has been put on local authorities. The total high needs deficits were estimated to be £1.9bn in March 2022, projected to rise to £3.6bn by

2025. The risk of the statutory override ending after 2026, will potentially force local authorities to issue section 114 notices.

Local picture

8. In December 2021, following the local area SEND inspection in June 2021, Ofsted and the DfE signed off the Written Statement of Action (WSOA). The WSOA commits BCP Council and Health partners to improving services for children and young people with SEND in the local area.

9. One of the key weaknesses identified in the SEND Inspection in June 2021 was the poor performance around issuing Education and Health Care Plans (EHCPs) within the required statutory timescale of 20 weeks. At the point the inspection took place, average performance was around 31.2%.

10. Improvement activity is underway, and progress is being made in several areas, however in the key area of statutory performance, the service performance has decreased (see table 1). This data places BCP Council as the 5th lowest performing authority in the country, in terms of adhering to the statutory 20-week timescale for EHCPs. Performance over time is shown below:

Table 1

Year	BCP Performance	National Performance	Requests for EHCNA
2019	91.3%	60.4%	541
2020	21.9%	58.0%	481
2021	31.2%	59.9%	592
2022	7.3%	50.9%	837

11. This decline in performance has led to the creation of a backlog of cases that are out of time and running beyond 20 weeks, with some having been in the system for as long as a year. The backlog currently stands at around 397 cases. A snapshot of performance this year is shown below:

Table 2

	Feb 2022	May 2022	Aug 2022	Nov 2022	Feb 2023	April 2023	July 2023
Statutory 20-week delivery	16%	3.1%	5.6%	0%	0%	0%	0%

12. The statutory timescales for completing a EHCP is 20 weeks, however, for BCP the average completion time for an EHCP is currently **44.5** weeks, more than double statutory timelines. BCP Council's average over the last year:

Table 3

	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	June 23	July 23
Av. No. Weeks	32.8	36.7	36.2	38.0	41.6	41.8	43.3	44.0	43.2	44.6	46.3	46.5	44.5

13. Reasons for poor performance are:

a) Instability in staffing – high turnover of staff due to high caseloads, understaffing, and previous poor leadership. Since LGR in 2019, the SEND Service had not been in a steady position with one stable leader in place to bring the three separate services of Bournemouth, Christchurch and Poole together into one coherent service, following one clear way of working to ensure the continuity of delivery. Then, during the pandemic, work was being undertaken remotely. In June 2022, a permanent Head of Service was appointed, and the team was brought together physically for the first time.

b) High demand on the service – 55% increase in requests for assessment since 2019. Caseloads for case officers currently sit at 145 and the service is reliant on interim and agency staff to deliver. Requests for EHCPs have increased by 55% since 2019 and demands on the service are growing as a result. The increase in requests are partly due to lack of robust health diagnoses pathways, for example, for autism and speech and language difficulties.

c) Processes not as robust – now the service has clarity on procedures and agreed guidance notes. The Head of Service has been working since appointment to conduct an analysis of service performance and how to improve. There has also been a need to work on improving staff morale in the face of the Local Area Inspection and post LGR to create consistent standards and processes. Significant progress has been made in this area since the appointment of the new Head of Service which is regularly monitored and reported on to the DfE and NHS England during quarterly monitoring meetings.

d) Lag caused by recruitment delays, agency notice periods and protected caseloads for new case officers (takes about 6 months to bring a new case officer to full capacity). The service has had a high turnover of staff, and this has created a backlog in caseloads as case officers leave and new ones take over. In addition, protected (lower) caseloads have been introduced to support the induction of new staff and to aid retention. Case officers and managers have also had to manage the additional pressures of delivering the Written Statement of Action, the Delivering Better Value project, the Alternative Provision review and previously the Rethinking the Team Around the School project. In addition, as the backlog increases, complaints have risen and then more time is taken away from statutory work to answer these.

e) Long delays in the EP Service. There are also vacancies in key roles such as the Educational Psychology Service and transient locum staff are being used at a much higher cost. There are insufficient local EPs to service the BCP area and the surrounding areas, meaning it is not easy to recruit. This is a national issue. A neighbouring authority is currently offering £780 per day for locum EPs. BCP Council pays £500.

f) Delays in receiving advice from partners such as Health have exacerbated the backlog. Following a recent monitoring meeting with the DfE, it is likely that additional support from Health will be forthcoming.

Clearing the Backlog

14. Due to the lengthy delays, BCP Council has a backlog of education, health and care assessments; some families have been waiting more than 30 weeks, and in a few cases, over 50 weeks.

15. The current backlog is captured below in table 4:

Table 4

	July 23
% EHCPs issued within 20 weeks	0%
Number of assessments delayed over 20 weeks	397
Number of assessments delayed over 30 weeks	192
Number of assessments delayed over 50 weeks	20
Total number of cases in backlog	397
Average time to complete new EHCP (weeks)	44.5

16. The proposed approach is to stand up additional capacity to work on clearing the backlog. This short-term team should be in place for 6 months and then taper off until it is closed in 9 months when the backlog has been cleared and the permanent establishment that is fit for purpose is in place. A rapid review of the EP Service is underway to ensure that statutory timelines are adhered to going forward. Alongside this, a re-organisation of the SEND Service is being designed. See appendix 1 for projections regarding a plan for clearing the backlog.

17. The proposed project to clear the backlog of EHCPs and the intended restructure of the SEND Service going forward will work alongside the Delivering Better Value (DBV) projects. BCP successfully bid for £1m and this will be spent as detailed in appendix 2. This funding can only be used for activities identified by DfE diagnostics to reduce the growth in the high needs block and not for business as usual. However, it is important that the project to clear the backlog is aligned with the DBV projects and therefore both will report to the SEND Improvement Board.

18. BCP Council has recently been invited to join the Safety Valve Programme. Safety Valve agreements hold the local authorities to account for delivery of reforms to their high needs systems, so that they can function sustainably and therefore in the best interests of the children and young people they serve. These local authorities will be expected to reach an in-year balance on their DSG as quickly as possible, and over time eliminate their deficits.

Risks

19. The Local Authority is currently failing to meet its statutory duties. By removing the backlog, children and young people's needs can be better supported. This is also having an impact on staff who are under pressure and on relationships with schools and parents and carers. DfE have asked to see plans to address this and are taking the matter seriously, escalating it within the department for discussion. This suggests they are considering taking action of some kind. Clearing the backlog will demonstrate commitment to providing a quality service and improve relations with parents and carers that are vital for co-production to take place effectively. Not acting to clear the backlog has many risks:

Table 5

Risk	Impact
Children and young people are not accessing the support they are entitled to, reducing their ability to achieve their potential.	Some of the most vulnerable children and young people miss out on education they are entitled to enable them to reach their fullest potential.
Families and carers lose trust in the Local Authority and are unable to access support they are entitled to.	Families struggle to support their children and young people to their fullest potential.
Schools not allocated sufficient levels of funding to meet need potentially related to high levels of Permanent Exclusions. Schools lose trust in LA.	Schools unable to deliver required education to children and young people. Children and young people miss out on education they are entitled to enable them to reach their fullest potential.
Undermines improvement effort of WSoA and increases likelihood of inadequate rating at the next Local Area SEND Ofsted Inspection.	Worsening performance leads to lower staff morale and an increase in staff turnover of both agency and permanent staff which leads to performance and quality of service declining further.
Does not demonstrate to DfE and other stakeholder that BCP is taking improvement seriously.	Department for Education decide to escalate and take action before SEND Inspection due to worsening performance and failure to arrest decline or allocate sufficient resource to address it
Uncontrollable spend on agency staff within the SEND Team.	SEND Team potential unplanned spend £45,000 per month on agency.
Uncontrollable spend on agency staff within Education Psychology Team	Education Psychology Locum spend for 22-23 - £368,000.
Increased spend on staff time dealing with complaints and tribunals.	Management estimated time spend on dealing with complaints c.£40,000.
Long term increased financial pressure on the High Needs Block due to poor quality plans.	Increase in pressure on current deficit in High Needs Block spending – current cumulative deficit of £107m predicted for 24-25.
Unable to fill permanent positions with the team due to reputation of the service.	Adding to overall agency staffing cost.

Summary of Financial Implications

20. Additional capacity needed to clear the backlog of assessments is detailed below:

Table 6

Role	Duration	Cost
0.5 FTE Team Manager	9 months	£36,000
4 FTE Case Officers	6 months initially, 2FTE to be extended to 9 months if needed	Total £201,000
2 FTE BSOs	9 months	£43,200
6 FTE EPs	6 months	£504,000
	TOTAL	**£784,200 (one off spend)**

21. As part of the Financial Strategy supporting the development of the 2024/25 Budget the Council has undertaken a fundamental review of Earmarked Reserves to determine if they could be redirected to better support its priorities. This process identified £784,000 which can be used to cover the one-off investment into the SEND Service to better manage the backlog.

Summary of Human Resources Implications

22. EPs will be procured through an outside company that will provide a fully managed service. Staff for the other roles have already been recruited using funding from a different project. If approved, staff will move over to work on this project.

Summary of Legal Implications

23. It is important to note that (a) average national timeliness is 50.9% (b) data is published on an annual basis for all local authorities and this year BCP is the 5th lowest performing LA in terms of EHCP timeliness, and (c) DfE have asked to see BCP's plans to address this poor performance and have referred to escalation as a result.

24. The DfE requires a 20-week recovery plan and have asked BCP to prepare projections of increased performance as part of this plan. This failure to comply with statutory duties has a significant impact on children and young people as they are not able to access the support they need in a timely way. It also means that schools are not receiving the additional funding they need to support pupils and children who should be placed in specialist provision experience significant delay.

Summary of Commissioning implications

25. It should be noted that reducing the backlog of EHCPs at pace may place additional pressure on Commissioning as some children and young people may have the need for special or alternative provision identified as part of the EHCP process.

26. However, removing the backlog at pace could mean that the needs of more children and young people could be met in mainstream settings. Some delays have resulted in an escalation of need as provision and support hasn't been identified or put in place. This also would improve the lived experience of children and families.

Summary of IT implications

27. This project needs no additional IT requirements aside from normal staff access to existing systems.

Summary & Recommendations

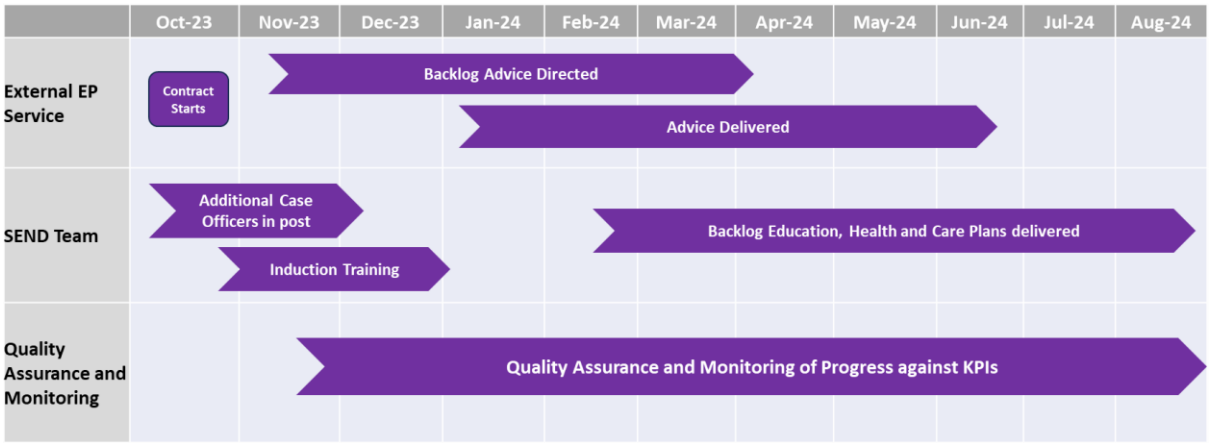
28. It is recommended that Cabinet:

    a. Approves £784k one-off investment in the Children's Services SEND Service to manage the backlog funded from a specific Earmarked Reserve.

Appendices

Appendix 1: Backlog Project Plan
Appendix 2: DBV Posts

Appendix 1: Backlog Project Plan



Appendix 2: DBV Posts

Workstreams 1- 4	Planned Use of Grant Funding	Amount
Reducing growth in Education Health & Care Plans	Recruitment of 1x Case Officer (fixed term) to run a SENCO Advice Line	£74,875
	Set up SENCO Advice Line	£39,000
	Recruitment of 1x Case Officer (fixed term) to focus on NEETs - review next steps for CYP, ensure preparation for adulthood and cease plans when applicable	£74,875
	Extend secondment of 1x SEND Service Manager (fixed term) to add capacity for transformation	£150,590
	Training for x4 Parent/Carer Facilitators	£6,000
	Workstream 1 Total	£345,340
Supporting Mainstream Schools to Support Children and Young People with Higher Needs	Recruitment of 2 x BSO Synergy Data Migration Officers (fixed term)	£33,254
	Recruitment of 2x Assistant Ed Psychologists to support graduated response (fixed term)	£126,523
	Workstream 2 Total	£159,777
Planning Capacity in Maintained Special School	Recruitment of 1x SEND Capital Lead (fixed term)	£74,875
	Consultancy Services for the development of an end-to-end process for establishing and commissioning additional places incorporating use of management information and improvement cycle to increase the pace of delivery	£70,000
	Workstream 3 Total	£144,875
Improve Outcomes, Control Costs: Dynamic EHCP Support: Supporting reviews of children in mainstream and special schools	Recruitment of 4x Case Officers to focus on Annual Reviews Backlog (fixed term)	£299,500
	Workstream 4 Total	£299,500
	BCP Grant Contribution to Corporate Services	£150,000
	Total	£1,099,492