

Notice of Overview and Scrutiny Board



Date: Monday, 9 October 2023 at 6.00 pm

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

Membership:

Chairman:

Cllr S Bartlett

Vice Chairman:

Cllr S Aitkenhead

Cllr P Broadhead
Cllr L Dedman
Cllr B Dove
Cllr C Goodall

Cllr S Moore
Cllr L Northover
Cllr Dr F Rice
Cllr K Salmon

Cllr M Tarling
Cllr T Trent
Cllr O Walters

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

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5777>

If you would like any further information on the items to be considered at the meeting please contact: or email

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

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

GRAHAM FARRANT
CHIEF EXECUTIVE

Date Not Specified

**DEBATE
NOT HATE**



Available online and
on the Mod.gov app



Maintaining and promoting high standards of conduct

Declaring interests at meetings

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

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



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

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

Bias Test

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

Predetermination Test

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

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

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

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. Substitute Members

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

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

3. Declarations of Interests

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

Declarations received will be reported at the meeting.

4. Public Issues

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

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

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

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

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

ITEMS OF BUSINESS

5. Transformation Programme Update

A number of key achievements and milestones have been delivered since the inception of the programme and the last update. In each of the principle elements of the programme; Organisational Design, Where and how we work and Supporting our Colleagues. Some of this is now so familiar to staff and Members that it is easy to overlook as we continue to thrive and operate in our new normal.

Significant time and investment has been put in to building the foundations from which we can continue to transform as an organisation. Some of which

may not be visible or obvious until such point as they are released for use and then quickly pass into familiarity with expectations and boundaries then pushed to the next improvement.

6. Carters Quay Phases 4,5 and 6

23 - 28

This report sets out the background to the Carters Quay scheme phases 4 5 and 6 and the Council's involvement as well as the challenges currently faced.

The report notes that officers have and continue to review the options for taking forward the development and that recommendation/s will be presented to Cabinet and Council when a clear picture emerges of which option represents the best set of probable outcomes for the council and residents of BCP.

7. Informal Working Group Report - Blue Badge Service

29 - 40

The attached report contains the findings of an informal Overview & Scrutiny (O&S) working group on the Blue Badge Service. The purpose of the member-led working group was to establish background information on the service in order to determine if further in depth scrutiny was warranted.

8. Forward Plan

41 - 72

The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Forward Plan.

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

CORPORATE AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE



| | |
|----------------------------|---|
| Report subject | Transformation Programme Update |
| Meeting date | 9 October 2023 – C&COS 25 October - Cabinet |
| Status | Public Report |
| Executive summary | <p>A number of key achievements and milestones have been delivered since the inception of the programme and the last update. In the each of the principle elements of the programme; Organisational Design, Where and how we work and Supporting our Colleagues. Some of this is now so familiar to staff and Members that it is easy to overlook as we continue to thrive and operate in our new normal.</p> <p>Significant time and investment has been put in to building the foundations from which we can continue to transform as an organisation. Some of which may not be visible or obvious until such point as they are released for use and then quickly pass into familiarity with expectations and boundaries then pushed to the next improvement.</p> |
| Recommendations | <p>It is RECOMMENDED that:</p> <p>(a) Cabinet note the progress made on the implementation of the Council's Transformation Programme.</p> |
| Reason for recommendations | To report a progress update on the Council's Transformation Programme. |
| Portfolio Holder(s): | Cllr Hanna - Transformation & Resources |
| Corporate Director | Ian O'Donnell – Corporate Director of Resources |
| Report Authors | <p>Katie Lacey – Director IT & Programmes</p> <p>Matti Raudsepp – Director of Customer, Arts & Property</p> <p>Sarah Ray-Deane – Director People & Culture</p> |
| Wards | Council-wide |
| Classification | For Update |

Background

1. The programme has a number of workstreams however the principal elements of the programme are as follows:
 - a. **Our New Organisational Design** – the design, implementation, and benefits realisation in relation to the Council's new Operating Model as described and approved in the Cabinet Reports of November 2019 and June 2020.
 - b. **Where and How we Work** – the design, implementation, and benefits realisation in relation to Council's estate rationalisation strategy described in the Cabinet Report February 2020 and approved in Cabinet Report November 2020.
 - c. **Supporting Our Colleagues** – the design and implementation of the new People Strategy which incorporates amongst many other things, a new Pay & Grading methodology and the introduction of a single set of Terms & Conditions. This was described and approved in the Cabinet Report September 2019 and is intended to ensure equal pay and conditions for all Council employees.

Progress to Date

2. A large number of key achievements and milestones have been delivered since the inception of the programme and the last update. Some of this is now so familiar to staff and members that it is easy to overlook as we continue to thrive and operate in our new normal.
3. It should be noted that there has been significant time and investment in building the foundations from which we can continue to improve and develop as an organisation. Some of which may not be visible or obvious until such point as they are released for use and then quickly pass into familiarity with expectations and boundaries then pushed to the next improvement.

Organisational Design

4. All office-based staff now have a laptop, headset and access to telephony and collaboration tools such as Teams and Microsoft Office 365. This means that since May 2020 our workforce is able to work either remotely or in the office. This enabled us to exit from a number of administrative buildings.
5. We have established a central Data & Analytics team supported by newly implemented modern technologies. This enables the team to work with services to automate manual processes, connect sets of data together to provide enriched information. This was not previously possible in any of the legacy councils. Using tools such as power BI to display data in a dynamic format for staff and managers is having a very positive impact in the understanding of services and operations. Work with Childrens Services, Supporting Families has had great success in automating manual processes we will be using this as case study to show the art of the possible.
6. Dynamics Finance and Operations (F&O) is now live giving us for the first time and integrated Finance and HR system. Staff are now managed in one system rather than two. Budget holders are now able to see their budgets in detail and have the

ability to drill into the detail using their personalised Power BI dashboards looking at up to date information.

7. The F&O work has keenly highlighted a number of data quality and general practice issues across the council. This is not uncommon when consolidating systems and staff are being supported to adopt the new system and adapt to different ways of working that have been in place for many years. While it gives us a great opportunity to validate and clean our financial and staff data this will inevitably take time to complete and will then become a regular housekeeping activity.
8. Work has begun on creating a new Customer Relationship Management (CRM) system. This is very complex and requires meticulous planning, design and implementation. We already have a CRM platform that is integrated to other systems and running our services. Some of the complexities are around the transition of the old system to the new system and still allowing us to operate and trade as Council.
9. Part of the visioning work some identified target operating models (TOM's) for Finance, People & Culture and Commissioning and Procurement. Now that the technology is in place focus will be on establishing these enabling functions to operate effectively in the support they provide across the council. Much like we are now starting to see with the Data & Analytics team.

Where and how we work.

10. Phase 1 of the Estates & Accommodation was primarily focused on consolidating our civic office requirements into the BCP Council Civic Centre (formerly Bournemouth Town Hall). That work has been successfully completed with the vacation and closure of Poole Civic Centre and Annex, as well as the closure of the Christchurch Civic offices. Both buildings are now available for disposal or repurposing, subject to separate decision-making processes. The vacation of these buildings required extensive planning, service engagement, ICT decommissioning works, furniture, and document removal.
11. In order to establish the BCP Civic Centre a programme of extensive office refurbishment was required in order to make the building ready to be used more flexibly, in line with the hybrid working model that the organisation has adopted. This means that our workspaces are largely shared, so that a greater number of staff can be allocated to the building, based on the assumption that many staff will only work from the office for part of their week, or their day. Our office space is consequently being utilised more efficiently than before. A wide range of technology enabled meeting rooms are also now available to support formal and informal meetings of all kinds, and also as spaces where staff can deal with confidential work that may not be suited to the open place working environment.
12. Aligned to the works carried out at the BCP Civic Centre, work has been completed at Poole and Christchurch libraries to establish them as council hubs, where in addition to their traditional library offer there is now a customer services face to face presence, ensuring that face to face customer contact is maintained across the three towns. Staff can also use the hubs for touchdown should they be working in those areas of the conurbation, as well as to meet customers or engage with colleagues. These changes support an effective offer to our workforce to enable them to choose the most appropriate place from which to work, whether that is the Civic Centre, the hubs or from home.

13. The BCP Civic meeting rooms, typically used for committee meetings and other formal council business, have also been refurbished, with the introduction of new hybrid meeting room technology. The majority of meeting rooms are now bookable online, which can be done alongside the process of inviting attendees, ensuing a seamless and more efficient approach to meeting organisation.
14. The final stage of Phase 1 is the Council Chamber and area of the West Wing occupied by the Coroners Service. These areas are subject to further investigations in terms of what is possible (taking into consideration listed building constraints and cost implications) as well as the particular needs of services involved. Any changes proposed for the council chamber will be subject to engagement with the Civic Members Working Group. Further clarification on the outcome of those investigations will be provided in due course.
15. Phase 2 of the Estates & Accommodation Project relates to the consolidation of our wider corporate estate, focusing on the wide range of buildings and assets that were inherited as a result of LGR. This will be a longer-term piece of work which has to take into consideration separate strategy development work that affects the requirement for community assets by services. This includes the Family Hub work in Childrens, the Day Care centre's review in Adult Social Care, the community centres' review and the development of the Library Strategy. All of this work will need to be woven into the council's overall strategy for consolidating its estate and the disposal or repurposing of surplus assets.
16. As part of Phase 2 a number of properties have been identified as surplus and vacated. Again, the work connected to each property involves detailed service engagement, relocation planning, ICT decommissioning and removals. The ongoing security and maintenance of vacated sites is also necessary pending disposal or repurposing. Buildings currently vacated as part of Phase 2 include Wallisdown Heights and St Ambrose Cottage, with further preparations currently taking place in relation to the Ted Webster Centre and St Peters Bungalow.
17. The council also occupies properties which are leased, and whilst vacation of these properties wouldn't lead to a capital receipt it would deliver operational cost savings. With this in mind plans are in place to vacate Beech House in Poole, which was the former headquarters of Poole Housing Partnership. Further opportunities of this kind are likely to be pursued in relation to other leased properties subject to service needs and the length of any remaining lease term.
18. An additional element of Phase 2 is the Depot Review. This piece of work aims to understand the requirements for depot-based services going forward (currently those services that deliver waste, cleansing, environmental and highways front line functions), recognising that the council's existing depot provision is sub-standard, and to identify where a new fit-for-purpose depot could be located and how it may be funded. Furthermore, the opportunity to rethink the notion of a 'depot' and to consider what other services or provision of an operational nature could be incorporated into the project (which may then allow a separate asset disposal elsewhere). At this stage, a project team has been established, and consultants experienced in developing sites suitable for environmentally sensitive waste management uses have been commissioned to support the requirements gathering process. This will then inform a site search process to identify whether any suitable sites exist in the conurbation.

Supporting our Colleagues – People Strategy

19. Our previous strategy covered the period from 2019 to 2023 so a new People and Culture strategy has been developed which supports BCP Council's Vision for the Future and the commitment to be an inclusive and open council.
20. We are starting our new Strategy with good foundations which have been built over the last four-year period since the previous people strategy was established. The People & Culture vision is for BCP Council to be a diverse and inclusive organisation where everyone is supported to be their best, is valued, and is proud to be part of BCP Council.
21. The key aims are to build a positive employee experience, grow the workforce, enable new ways of working, make better uses of digital technology, ensure belonging for all and leading improvement, change and innovation. The aim is also to develop a learning culture which is intended to promote openness, honesty, for people to speak up with integrity.

The strategy has three main themes: -

Getting the basics right

- Culture, values, and behaviours
- Wellbeing
- Equality, diversity, and inclusion
- Reward and recognition

Growth opportunities

- Learning and development
- Career development
- Leadership and management
- High performing teams

Future focused

- Workforce shaping
- Talent acquisition and retention
- Employee engagement
- People insights

Some of the progress made to date is outlined below:

Supporting our Colleagues - People Data and Insights

22. We have implemented new HR digital technology, with the introduction of an integrated HR and Finance system, a new learning management system and we are in the process of integrating a new recruitment system.
23. Interactive HR dashboards have been designed which will provide services with a range of up-to-date people information, organisation charts and infographics. This will support services in managing their teams, identifying people trends and making decisions based on data and evidence.
24. The new recruitment system will go live in October 2023 with improvements to the current system, particularly around anonymised application forms to support the

reduction of any potential unconscious recruitment bias in the organisation and further enhancements added thereafter on a phased approach.

25. Our new learning management system, SkillGate, has been implemented, and has been integrated with Dynamics F&O which will allow easier access and greater confidence and accuracy in reporting mandatory training completion rates. One of the main benefits is that we have created a traffic light system which will clearly highlight to employees, managers and services who is compliant and who is not, which will further increase completion rates. There is now one single sign on for course bookings, mandatory learning, and skills training, which had previously been a barrier and frustration for colleagues.

Supporting our Colleagues - Leadership and Management Development

26. We have developed a leadership framework which clearly sets out the standards, competencies and behaviours required from Corporate Director to Team Leader. This will be supplemented by 360 feedback, skills gap analysis and learning solutions such as coaching.
27. We are working to automate this in Perform, part of our new learning management system, to provide relevant insight around performance, individual, team and organisational learning needs.
28. We are in the process of developing an executive leadership programme offer which will include:
 - Relevant assessment tools to identify strengths in the leadership team.
 - A central shared leadership learning platform
 - Individual on-going executive coaching
 - Reverse mentoring
 - Skills analysis to develop individual and team learning plans.

Supporting our Colleagues - Equality, Diversity, and Inclusion

29. We have rolled out a framework to raise awareness of unconscious bias, it's impacts and ways to help reduce bias. This included having a guest speaker at SLN to share their lived experience, dedicated resource library and key messages for senior managers to roll out to their teams.
30. Equal opportunity monitoring data around protected characteristics is currently limited; therefore it is difficult to identify areas for improvement or success. A communication plan has been developed to launch a campaign which makes completion of protected characteristic data on Dynamics F&O mandatory for employees (but with a prefer not to say option). This will help provide the data we need to build an effective proactive strategy to create an inclusive and diverse workforce.

Supporting our Colleagues - Employee Engagement

31. We ran our bi-annual colleague engagement survey in April and have listened to the feedback from our colleagues on things that we are doing well and areas where improvements can be made. We are developing a corporate response prioritising the issues that have the most strength of feeling and each service is developing their own action plans with colleague involvement to try to address the localised issues arising with the overall aim of increasing our employee engagement levels.

Supporting our Colleagues - Pay & Reward

32. Collective bargaining has continued to take place with the recognised Trade Unions to try and reach a position where both parties can agree a final offer that the trade unions will take forward for ballot. We are not quite there but are making good progress. A revised timeline for implementation will be drawn up as soon as we know that the unions accept to take forward a final proposal.

Forward look

33. A review of the MTFP Transformation Savings and the Best Value Notice has been welcomed. The team have already refocused their approach to the Vision and Validate process and working with directorates to get to an agreed position as to what savings are possible to achieve and then a plan for delivering them. It is recognised that the value of savings and timeline for delivery will be different for all services. It is expected that there will be an output from this work in October 2023, however this is dependent on the services areas having the capacity to work with the Transformation team. An illustration of vision and validate output can be found in appendix A
34. A Transformation Working Group has been established with representation from each party and Independent Councillors. The first meeting will be on with the 5th October and will agree the Terms and reference for the group.
35. The technical focus until January 2024 will be the implementation of the Dynamics CRM system this is the final technical foundation element and is also the final work package with our Strategic Implementation Partner. All previously completed work packages have now closed down and all outputs materials and knowledge transfer to BCP Council staff has completed.
36. In collaboration with Financial Services, members, and the Transformation Board we will be working on an exit strategy from transformation funding which ends in March 2025.
37. The outstanding elements of Phase 1 of the Estates & Accommodation project relating to the council chamber and Coroners service accommodation are continuing, with a view to identifying firm proposals in the coming months.
38. Phase 2 of the Estates & Accommodation project will continue with regard to identifying potentially surplus properties in consultation with services and moving forward with those opportunities as quickly as possible. Additionally, the project team are looking at how we can adopt a strategic view for the development of community hubs, where more of our services that need to be located outside of BCP Civic Centre, can be colocated. This would result in fewer buildings but those retained being the most appropriately located, in the best condition and most suitable for the services using them. This is a piece of work currently in the planning stage, and further information will be provided in due course.
39. To support our People and Culture strategy we have a comprehensive and structured three-year implementation programme of work, with outputs and have clearly identified how we will measure the success of this programme.

Options Appraisal

40. This section is not applicable to this report.

Summary of financial implications

41. Appendix B includes a copy of a document, originally included as part of the July 2023 Financial Outturn report for 2022/23 to Cabinet, which sets out both the budget for the transformation investment programme and details of the savings delivered up to the 31 March 2023. This highlighted that.
 - a) the original budget for the programme was £37.62m and this has been increased over time to the current approved budget of £56.87m. Most significantly the increase related to the inclusion of additional redundancy costs from reducing the head count of the authority and for internal costs of staff who are now not available to deliver day to day operational or statutory improvement activity.
 - b) £11.05m in total savings have been delivered across the two financial years 2021/22 and 2022/23.
 - c) Significant savings assumptions had been made in the February 2023 approved budget for 2023/24 and Medium-Term Financial Plan (MTFP) for 2024/25 onwards based on the information in the original business case.
42. Alongside this report, Cabinet in July 2023 received a MTFP Update report which highlighted that the new Administration had inherited a funding gap of £44m for 2024/25 based on the February 2023 position. In setting out this position it was emphasised that it excluded any previously assumed additional savings and efficiencies on the basis that they were either unidentified against a specific budget line of the council or the public had not been transparently made aware of or engaged as to their deliverability. This approach recognised that the council had in the past been particularly hopeful around assumed transformation savings both in terms of timing and value. A point emphasised in the recent DLUHC external governance review which encouraged the council not to have a budget and MTFP predicated on the delivery of overly optimistic transformation savings.
43. Cabinet will be presented with an update on the work in respect of the 2024/25 budget and MTFP at its meeting in late October. This report will rebase the assumptions around transformation savings based on agreed delivery plans.

Summary of legal implications

44. There are no legal implications directly arising from this update report.

Summary of human resources implications

45. There are no human resources implications directly arising from this update report.
46. It should be noted that each element of Our New Normal undertakes regular engagement with both Unions and the wider staff of BCP Council. The People Strategy itself has been subject to considerable consultation with our colleagues and senior leadership teams.

Summary of sustainability impact

47. There are no sustainability impacts directly arising from this update report.

Summary of public health implications

48. There are not public health implications directly arising from this update report.

Summary of equality implications

49. Each individual project within each element the Transformation Programme undertakes the appropriate Equality Impact Assessment at the point at which proposals are defined and considered.

Summary of risk assessment

50. The Programme Team continue to maintain a detailed Risks and Issues log and are using it regularly as we implement the programme and report to the Transformation Board.

Background papers

- Cabinet Report September 2019 – Implementation of Pay & Reward Strategy
- Cabinet Report November 2019 – Organisational Development Design Outcomes
- Cabinet Report February 2020 – Organisational Development Estates & Accommodation Strategy
- Cabinet Report November 2020 – Estates & Accommodation project
- Cabinet Report June 2020 – Organisation Design Implementation & Budget
- Cabinet Report December 2020 – Acceleration of Transformation savings for 21/22 budget
- Cabinet Report October 2021 – Organisational Design – Implementation Progress.
- Corporate and Community Overview & Scrutiny Board May 2022 – Transformation Programme Presentation.
- Corporate and Community Overview & Scrutiny Board 6 February 2023 – Transformation Programme Update.

Appendices

Appendix A Vision & Validate sample output

Appendix B Transformation outturn 22/23 originally presented to Cabinet in July 2023

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Service Design Vision & Validate

People & Culture

Operating model framework

The KPMG operating model framework has six design layers. These design layers are used across the transformation programme for consistency and are referred to throughout the Vision & Validate work. The framework encourages a holistic approach that considers all aspects of an organisation's design.

Governance

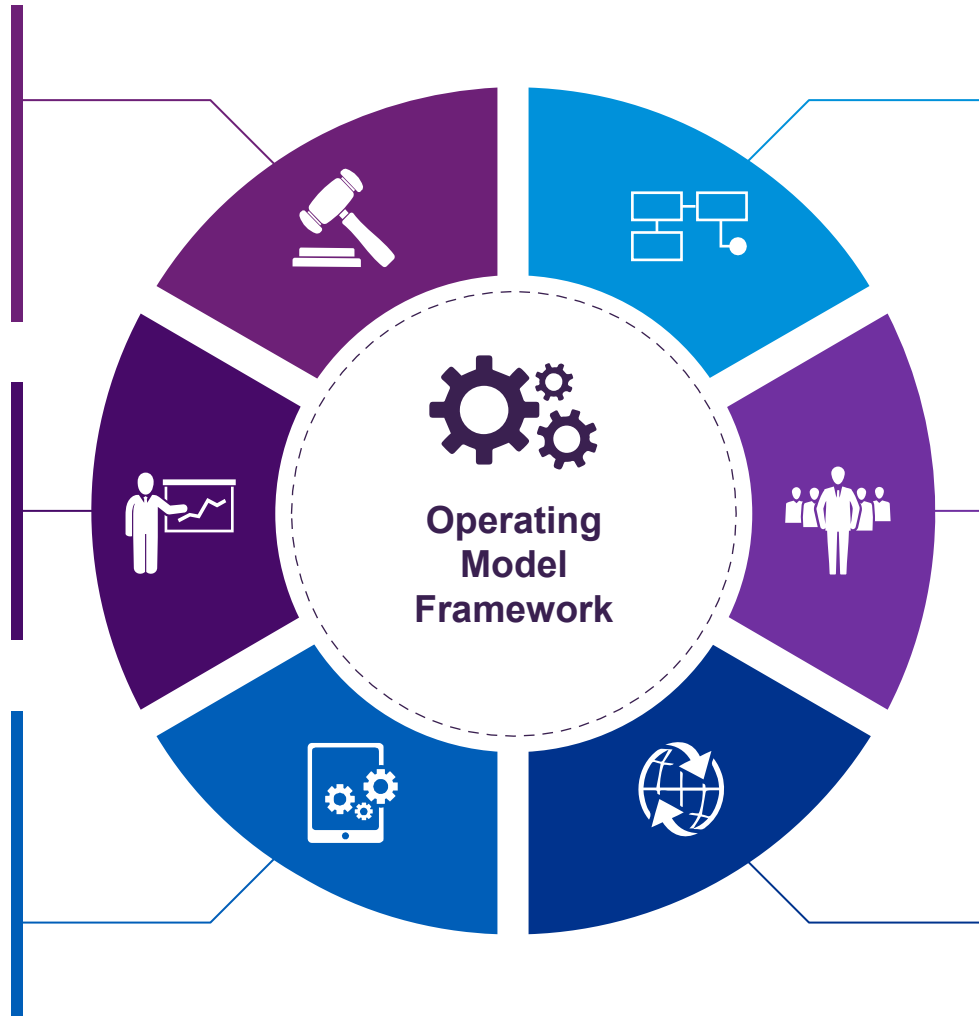
Identifies controls to mitigate risk of processing, financial and operational errors, and governance to manage data processes.

Performance Insights & Data

Information requirements to drive key business insight and enhanced decision making, enabling reporting and analytics.

Technology

Systems, applications and functionality to support the organisation.



Functional Processes

How specific process steps link to functions or departments that perform each step and accompanying procedures.

People

Describes roles, responsibilities, skills and competencies required and support activities for each process area.

Service Delivery Model

Describes how HR services are delivered – what will get done and where?

Current vs Future State

Current State

- **Need for defined COEs** – strategy responsibility is distributed across the BPL and BPOs; HR teams are lean according to benchmarks with a significant administrative overheads; HR function perceived as operational due to capacity and lack of meaningful data, and consequently unable to fully utilise expertise to enable rapid development and delivery of strategic initiatives
- **Highly transactional** – HR activity is reactive to operational needs, with capacity for strategic initiatives limited by resource availability; there are limited self-service capabilities for managers/employees and a significant proportion of HR resource is consumed responding to transactional/operational queries
- **‘Double hatting’** – there is uncertainty around HR roles and responsibilities; certain HR roles are required to double-hat i.e. they have strategic responsibility for a specific process area and an organisational area of the Council; there are a significant number of HR activities happening informally both inside and outside the function; the team has insufficient capacity to meet the demands of the organisation
- **Fragmented activity in the business** – there is duplication of HR activity with some being performed outside of the central function; pockets of HR activity are hard to quantify as they are often spread among many individuals
- **Limited workforce shaping & experience** – capability for workforce shaping and experience exists in an informal capacity across the Council; there is a requirement to formally implement these roles to empower HR to become more future-focused; there is limited access to relevant data and insight to inform decision-making, identify trends, drive predictive analysis and support the development of strategic initiatives

Future State

- **Clearly defined COE** – FTE has been ‘right-sized’ based on APQC Benchmarks; Director role created to represent HR at all Director level forums including the Corporate Management Board, and will champion the overall People Strategy for BCP
- **Highly strategic** – the future HR Operating Model assumes the HR activities being performed from within Business Support will be performed by the HR Service Centre in the future
- **Clear roles & responsibilities** – the model provides clear role definitions (accountabilities and responsibilities) and segregation of duties between the HR Business Partners, Centre of Excellence (COE), Service Centre and Self Service
- **HR activity consolidated and aligned with Council-wide TOM** – HR activity being performed across the Council, defined as core HR activity performed by a single FTE over 70% of their time should be centralised within the HR function to deliver ‘economies of scale’ savings; this additional HR headcount identified will be redeployed into the function, leading to an enlarged team to support the implementation. HR function will later be streamlined further
- **Robust workforce shaping & experience** – introduction of ‘future focused’ HR capabilities allowing BCP to utilise data insights and trends to shape the workforce for the future

Service Design Roadmap (Example)

The table below sets out the key projects / activities that are required to implement the HR TOM. These are broken down by the 5 different components of the operating model and into short-term, medium-term and long-term timeboxes.

| | Short-Term (0-12 months) | Medium-Term (1-2 years) | Long-Term (2+ years) |
|-------------------------|---|---|--|
| Service Delivery | <ul style="list-style-type: none"> Refresh of People & Culture service delivery model | | <ul style="list-style-type: none"> Implementation of HR service centre model for delivery of HR transactional enabling services |
| People | <ul style="list-style-type: none"> ✓ Creation of HR Director role | <ul style="list-style-type: none"> Restructure of People & Culture service unit to align with new service delivery model Consolidation of People & Culture roles/activity outside of People & Culture CoE | |
| Process | <ul style="list-style-type: none"> Embedding manager / employee self-service processes in Dynamics F&O | | |
| Technology | <ul style="list-style-type: none"> ✓ Implementation of Dynamics F&O core HR functionality ✓ Implementation of new Learning Management System (SkillGate) Renegotiation / extension of contract with current payroll system provider (The Access Group) Integration of Agency Worker System (Comensura) with Dynamics F&O Integration of Learning Management System (SkillGate) with Dynamics F&O Implementation of new Applicant Tracking System (TribePad), including integration with Dynamics F&O & enhancements to BCP Jobs web content | <ul style="list-style-type: none"> Implementation of Talent Enablement functionality within Dynamics F&O | <ul style="list-style-type: none"> Review of payroll IT system |
| Data | <ul style="list-style-type: none"> Development of core HR reports - establishment lists, org charts, absence dashboard | | |

Service Design Plan (Example)

SERVICE DESIGN PLAN: PEOPLE & CULTURE

Overall Status: Vision & validate work was completed during an earlier phase of the programme, but subsequently put on hold pending implementation of Dynamics F&O. This has now been refreshed in light of the current organisational context. The refresh includes a new structure for the People & Culture unit along with updated costings, and a growth bid has been submitted for 24/25 budget.

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| | | | | | | 2023/24 | | | | | | | | | | | | 2024/25 | | | | | | | |
|---|----------------------------------|----------|----------|-----|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|-----|-----|-----|-----|-----|-----|--|
| PROJECT / ACTIVITY | LEAD | PROGRESS | S/M/L | RAG | STATUS | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | |
| Service Delivery | | | | | | | | | | | | | | | | | | | | | | | | | |
| Refresh of People & Culture service delivery model | Sarah Ray-Deane | 80% | SHORT | G | Previous delivery model has being revised and recosted – growth bid submitted | | | | | | | | | | | | | | | | | | | | |
| Implementation of service centre model for delivery of HR transactional/enabling services | Tracy Crawford | 0% | LONG | NS | Not started – longer-term ambition and not likely to be progressed until 24/25 | | | | | | | | | | | | | | | | | | | | |
| People | | | | | | | | | | | | | | | | | | | | | | | | | |
| Creation of HR Director role | Sarah Ray-Deane | 100% | COMPLETE | C | Complete | | | | | | | | | | | | | | | | | | | | |
| Restructure of People & Culture service unit to align with new service delivery model | Sarah Ray-Deane | 0% | MEDIUM | NS | Not started – pending outcome of growth bid for implementation of new service delivery model (line 6) | | | | | | | | | | | | | | | | | | | | |
| Consolidation of People & Culture roles/activity outside of People & Culture CoE | Sarah Ray-Deane | 0% | MEDIUM | R | HoS role being appointed to to support transition of workforce development roles from ASC/Children's into People & Culture; red status reflects challenges with progressing at pace due to amount of additional resources required (e.g. requirement for SL As) | | | | | | | | | | | | | | | | | | | | |
| Process | | | | | | | | | | | | | | | | | | | | | | | | | |
| Embed CoE manager / employee self-service processes in Dynamics F&O | Tracy Crawford | 60% | SHORT | A | New F&O arrangements continuing to bed-in under BAU support arrangements; HR tasks for managers session held on 15-Aug | | | | | | | | | | | | | | | | | | | | |
| Technology | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation of Dynamics F&O core HR functionality | Tracy Crawford / Stephon Svemmer | 100% | COMPLETE | C | Complete | | | | | | | | | | | | | | | | | | | | |
| Implementation of new Learning Management System (SkillGate) | Sophie Rowson | 100% | COMPLETE | C | Complete | | | | | | | | | | | | | | | | | | | | |
| Renegotiation / extension of contract with current payroll system provider (The Access Group) | Tracy Crawford | 30% | SHORT | G | Met with supplier 30-Aug to discuss future requirements; indicative proposal/pricing received and now under review | | | | | | | | | | | | | | | | | | | | |
| Integration of Agency Worker System (Comensura) with Dynamics F&O | Stephon Svemmer | 70% | SHORT | A | Development of integration components completed – testing/validation of output files underway | | | | | | | | | | | | | | | | | | | | |
| Integration of Learning Management System (SkillGate) with Dynamics F&O | Sophie Rowson | 60% | SHORT | A | Specification agreed and now with IT Development Team | | | | | | | | | | | | | | | | | | | | |
| Implementation of Talent Enablement functionality within Dynamics F&O | Sophie Rowson | 10% | MEDIUM | G | Collation / preparation of competencies data is underway; social worker roles being used as proof of concept | | | | | | | | | | | | | | | | | | | | |
| Implementation of new Applicant Tracking System (TibePad), including integration with Dynamics F&O & enhancements to BCP Jobs web content | Stephon Svemmer | 10% | SHORT | G | Delivery now underway – phase 1 (core functionality) on track for go-live in mid Oct; phase 2 (enhanced functionality) planned for end Dec; phase 3 (further enhancements) planned for 2024 | | | | | | | | | | | | | | | | | | | | |
| Review of payroll IT system | Tracy Crawford | 0% | SHORT | NS | Not started | | | | | | | | | | | | | | | | | | | | |
| Data | | | | | | | | | | | | | | | | | | | | | | | | | |
| Development of core HR reports – establishment lists, org charts, absence dashboard | Jo Pavey | 60% | SHORT | G | All priority reports now developed and out for review; CMB demo planned for 5-Aug | | | | | | | | | | | | | | | | | | | | |

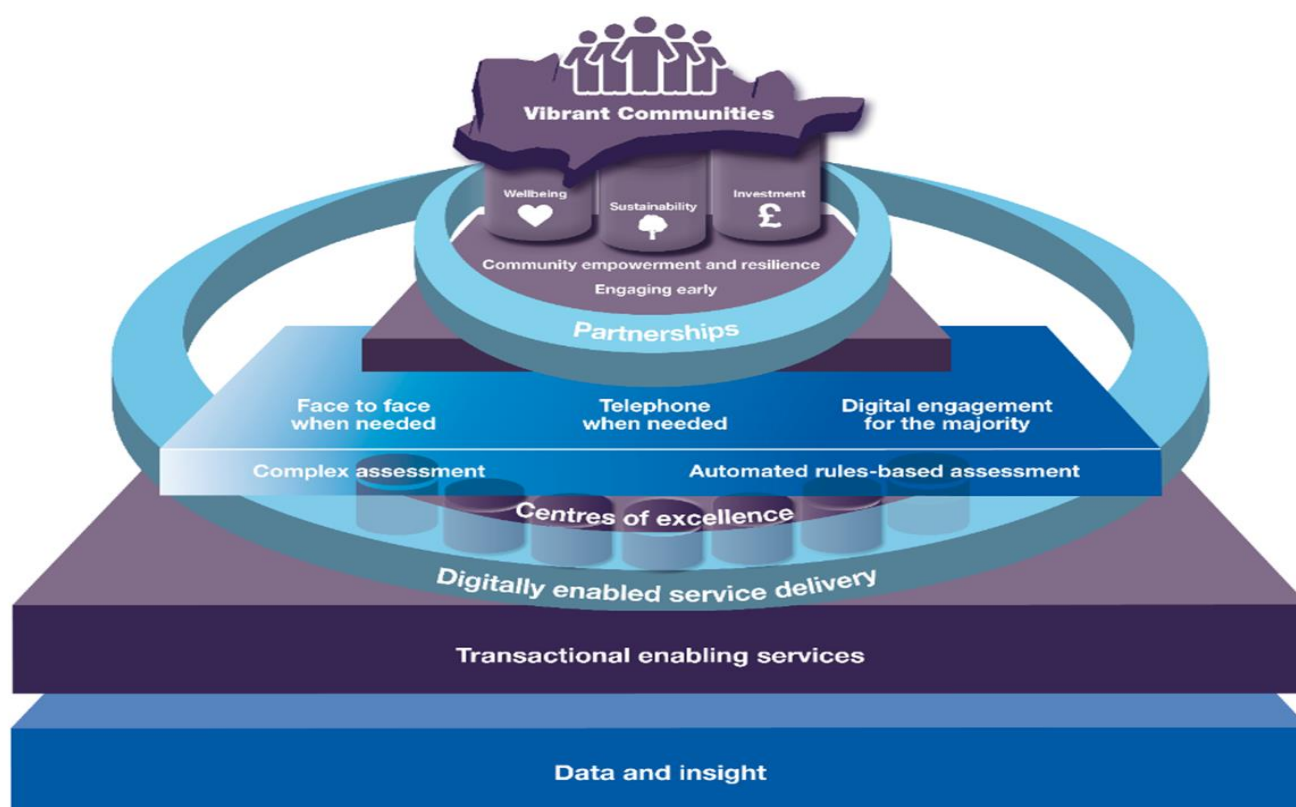
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Transformation Investment Programme 2022/23

Including the Flexible Use of Capital Receipts

1. As might be expected the council has inherited a range of legacy staffing arrangements, processes and systems and therefore has an opportunity to remove duplication, remove inefficiencies, and to leverage economies of scale whilst improving governance. Much of this formed the foundation of the argument for establishing the new council alongside the opportunity to fundamentally transform public services. Achievement of these benefits will be delivered by the adoption of a radically different operational model and specifically via;
 - Investment in technology
 - Investment in data and insight
 - Investment in new ways of working
 - Engaging and empowering our communities
 - Leveraging our partnerships
 - Creating equity in pay & conditions
 - Investing and rationalising the civic estate
2. Investment in three core technologies, along with the rationalisation and effective integration of our core service technologies, will enable the council to become the leading digital and insight driven local authority in the UK. Specifically, these are the investment in the Customer Relationship Management (CRM) system, investment in the Enterprise Resource Planning (ERP) systems (Finance and Human Resources), alongside establishing an appropriate data platform.

Figure 1: Our new Operating Model



3. A high-level business case was presented to Cabinet in November 2019 which set out the original scope of the council's organisation design project, which was facilitated by KPMG, and identified that it could potentially deliver up to £43.9m of gross annual savings by year 4 based on an investment of £29.5m. The original profile of these savings was assumed to accumulate as £7.8m in year 1 growing to £16.5m in year 2, £36.9m in year 3 and £43.9m in year 4. It should be highlighted that these savings will impact on the whole council including both General Fund and Housing Revenue Account (HRA) services.
4. Council on 7 July 2020 agreed to the extension of the project to a £38m programme referencing the accelerated leap forward in different ways of working because of the Covid-19 public health emergency and the need to accelerate the pace at which we generate savings and efficiencies. This report also approved the procurement of a strategic partner, approved oversight of the programme by a Cabinet Working Group as part of the governance arrangements and set out that the £43.9m must now be adopted as our minimum expectation of savings and efficiencies. Key milestones in the development of the Transformation Investment programme can therefore be set out as follows.
 - a) November 2019. First presented to Cabinet based on a report, costing £314,650, commission from KPMG.
 - b) June 2020 Cabinet (July Council). Establishment of a £37.62m budget for the implementation of the programme.
 - c) February 2021 (part of the 2021/22 budget report). Increase in the budget to £44.52m to allow an additional £6.9m for redundancy costs.
 - d) February 2022 (part of the 2022/23 budget report). Further increase in the budget to £67.86m to reflect the following additional elements
 - £20.09m Inclusion of internal base revenue budget staff costs, £6.7m for 3 years, where staff are not available to support day to day or statutory improvement duties, and will be apportioned and charged against the transformation investment programme.
 - £1.75m Investment in the data and insight capability
 - £1.5m Extra contingency
 - e) February 2023 (as part of the 2023/24 budget report). Reduced the transformation investment programme to £57.36m to reflect.
 - (£10.5m) Reduction in the annual recharge of internal base revenue costs to £3.2m for 3 years in line with the evidence base.
 - f) July 2023 (as part of this 2022/23 Financial Outturn report). Reduce the transformation investment programme to £56.87m to reflect
 - (£0.5m) Reduction in the annual recharge of internal base revenue costs to £2.7m for 2022/23. Ongoing review needed for future years.

The current consolidated position in respect of the transformation programme including the financial outturn position for 2022/23 is set out in figure 2 below.

Figure 2: Consolidated Transformation Programme Table

| Transformation Investment Programme One-off / time-limited budget provision for the delivery of the programme | | 2020/21 Actual £m | 2021/22 Actual £m | 2022/23 Actual £m | Total Actuals £m | 2023/24 Estimate £m | 2024/25 Estimate £m | Overall Total £m |
|--|---|-------------------------|-------------------------|-------------------------|------------------------|---------------------------|---------------------------|------------------------|
| Capital Spend | Expenditure | | | | | | | |
| | Capital expenditure | 1.19 | 0.05 | 0.76 | 2.00 | 0.90 | 0.70 | 3.60 |
| | | 1.19 | 0.05 | 0.76 | 2.00 | 0.90 | 0.70 | 3.60 |
| | Funding | | | | | | | |
| | Prudential Borrowing (funded from General Fund MRP) | 0.00 | 0.00 | (0.56) | (0.56) | (0.90) | (0.70) | (2.16) |
| Revenue Spend | Prudential Borrowing (funded from HRA land tfr) | (1.19) | (0.05) | (0.20) | (1.44) | 0.00 | 0.00 | (1.44) |
| | | (1.19) | (0.05) | (0.76) | (2.00) | (0.90) | (0.70) | (3.60) |
| | Expenditure | | | | | | | |
| | One-off costs - including data and insight and capability | 0.31 | 5.32 | 12.90 | 18.53 | 9.03 | 2.37 | 29.93 |
| | Redundancy costs | 0.00 | 0.56 | 0.01 | 0.57 | 4.11 | 8.22 | 12.90 |
| Total | Contingency | 0.00 | 0.00 | 0.00 | 0.00 | 0.67 | 0.68 | 1.35 |
| | Staff costs apportioned to Transformation | 0.00 | 0.00 | 2.70 | 2.70 | 3.20 | 3.19 | 9.09 |
| | | 0.310 | 5.880 | 15.61 | 21.80 | 17.01 | 14.46 | 53.27 |
| | Funding | | | | | | | |
| | Assumed fundable by Capital Receipts/Capital Direction | (0.31) | (3.88) | (15.61) | (19.80) | (17.01) | (14.46) | (51.27) |
| Total | Contributions from outside of the General Fund | 0.00 | (2.00) | 0.00 | (2.00) | 0.00 | 0.00 | (2.00) |
| | | (0.31) | (5.88) | (15.61) | (21.80) | (17.01) | (14.46) | (53.27) |
| | Total expenditure | 1.50 | 5.93 | 16.37 | 23.80 | 17.91 | 15.16 | 56.87 |
| | Total funding | (1.50) | (5.93) | (16.37) | (23.80) | (17.91) | (15.16) | (56.87) |
| | | | | | | | | |
| Transformation Investment Programme Ongoing base revenue budget of the council | | 2020/21 Actual £m | 2021/22 Actual £m | 2022/23 Actual £m | Total Actuals £m | 2023/24 Estimate £m | 2024/25 Estimate £m | Overall Total £m |
| Revenue Budget | Expenditure | | | | | | | |
| | Licences and other revenue costs of the programme | 0.34 | 2.24 | 2.08 | 4.66 | 4.50 | 4.50 | 13.66 |
| | | 0.34 | 2.24 | 2.08 | 4.66 | 4.50 | 4.50 | 13.66 |
| | Savings and efficiencies | | | | | | | |
| | Transformation Programme Savings | 0.00 | (3.95) | | (3.95) | | | (3.95) |
| | Programmed 2022/23 savings = £8.7m (extra £1.2m) | | | | | | | |
| | 2022/23 In year - Savings delivered | | | (7.10) | (7.10) | (7.10) | (7.10) | (21.30) |
| | 2022/23 In year - Savings remaining to be delivered | | | | 0.00 | (1.60) | (1.60) | (3.20) |
| | Originally programmed 2023/24 savings = £18.7m (extra £10m) | | | | | | | |
| | 3rd Party savings - Included within budgeted savings proposals | | | | 0.00 | (0.91) | (0.91) | (1.81) |
| | 3rd Party savings - Remaining to be identified | | | | 0.00 | (9.09) | (9.09) | (18.19) |
| | Originally programmed 2024/25 savings = £43.9m (extra £25.2m) | | | | | | | |
| | Staff savings - Included within budgeted 23/24 services savings proposals | | | | 0.00 | (5.76) | (5.76) | (11.52) |
| | Staff savings - Remaining to be itemised | | | | 0.00 | | (19.44) | (19.44) |
| | | 0.00 | (3.95) | (7.10) | (11.05) | (24.46) | (43.90) | (79.41) |
| Funding Implications on the revenue budget | | 2020/21 Actual £m | 2021/22 Actual £m | 2022/23 Actual £m | Total Actuals £m | 2023/24 Estimate £m | 2024/25 Estimate £m | Overall Total £m |
| Revenue Budget | One-off Capital Investment | | | | | | | |
| | Minimum Revenue Provision and interest implications | 0.00 | 0.28 | 0.28 | 0.56 | 0.47 | 0.69 | 1.72 |
| | | 0.00 | 0.28 | 0.28 | 0.56 | 0.47 | 0.69 | 1.72 |
| | One-off Revenue Investment | | | | | | | |
| | Revenue foregone on asset disposed off | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 2.52 | 3.53 |
| | | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 2.52 | 3.53 |

Transformation Expenditure 2022/23

5. The £16.37m of expenditure incurred in 2022/23 can be analysed as follows.

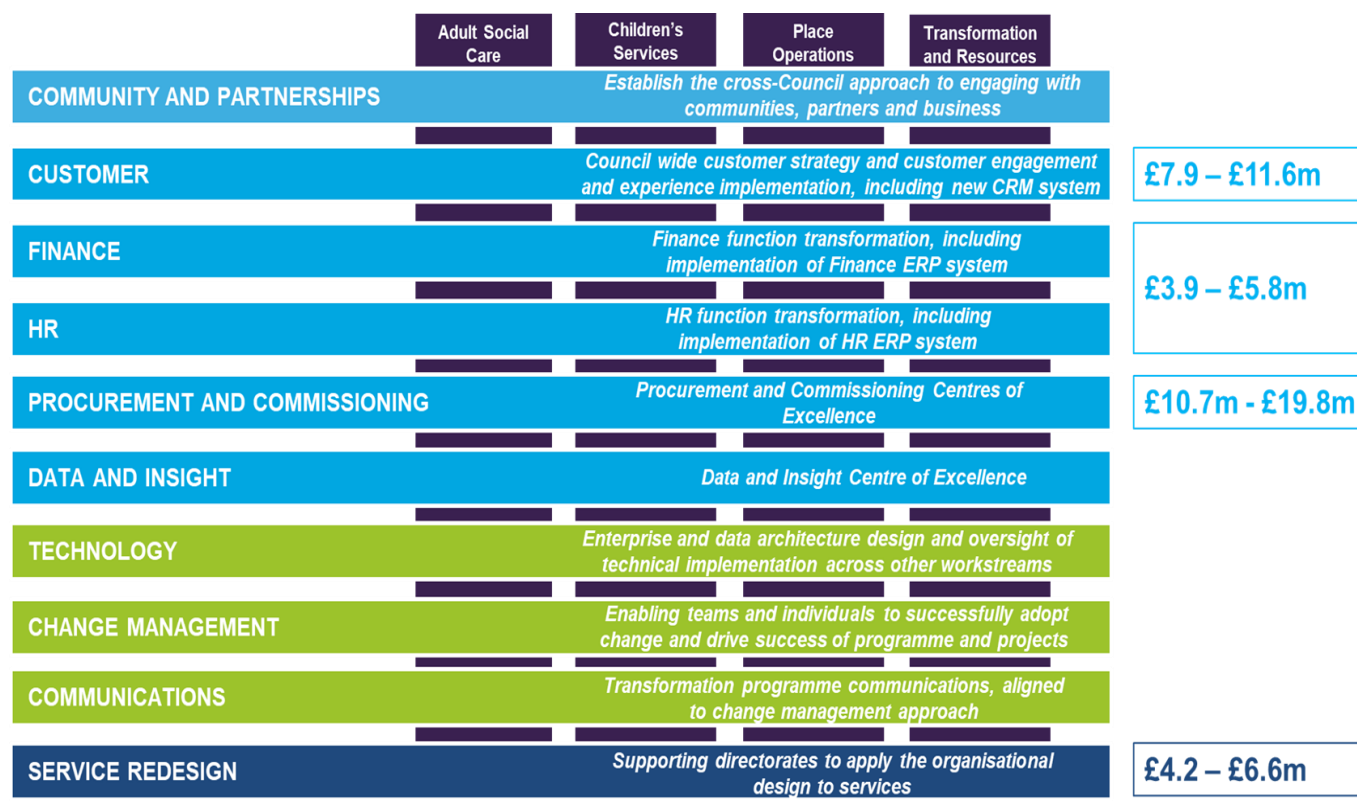
| | |
|---------|---|
| £0.76m | Laptops |
| £11.03m | Strategic Investment Partner – work package costs |
| £1.65m | Internal direct staff costs |
| £0.09m | Agency staff costs |
| £0.01m | Redundancy costs |
| £0.14m | ICT costs |
| £2.70m | Apportioned staff costs |
| £16.38m | Total 2022/23 costs |

The work packages costs of the strategic investment partner include those supporting the delivery of the new integrated Finance and Operations (Enterprise Resource Planning) system.

Transformation Savings

6. The savings from the programme can be broken down into 10 separate workstreams with the total estimate being in the range £26.7m to £43.8m. These workstreams, and the savings they are assumed to deliver, can be articulated as follows.

Figure 14: Transformation savings workstreams.



5

7. In reflecting on the savings, the Council will need to consider the risk associated with the timing, and value of any assumptions subsequently hard coded within its medium-term financial plan (MTFP). Work is ongoing to consider the deliverability of the savings with the MTFP update report, which is presented as a separate report to

July Cabinet, looking to develop a financial strategy designed to present robust achievable savings for 2024/25 and avoid building a budget which includes unidentified savings. This new approach will mean the unidentified savings included in Figure 2 will be replaced with a schedule of savings known to be deliverable in support of the 2023/24, 2024/25 and future years budgets.

The (£7.1m) of savings delivered in 2023/24 can be analysed as follows.

| | |
|-----------|--|
| (£3.327m) | Third Party expenditure reductions |
| (£1.726m) | Implement of new Smarter Staff Structures |
| (£1.141m) | Estate workstream - lease surrender, operating costs civic buildings |
| (£0.793m) | Business Support savings via vacancy management |
| (£0.111m) | Cost recovery – additional income |

8. To aid delivery of the unidentified savings in 2023/24 the February 2023 budget report for 2023/24 approved a recommendation that sought to strengthen commissioning, procurement, and contract management arrangements. The variances which materialised in the final quarter of 2022/23 provide further evidence of the impact that ongoing control over expenditure can have on the cost profile of the organisation.

Flexible Use of Capital Receipts (FUCR)

9. As part of 2015 Spending Review (SR15), the government announced that to support local authorities to deliver more efficient and sustainable services it would allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of service reform and transformation. Guidance on the use of this flexibility stipulated that it applied to the three financial years to end March 2019. However, this was extended for a further three years to 31 March 2022 as part of the 2018/19 local government finance settlement and for a further three years to 31 March 2025 in April 2022.
10. The current guidance makes it clear that local authorities cannot borrow to finance the revenue costs of service reforms or improvements. In addition, local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years the flexibility is offered. Local authorities may not use any existing stock of capital receipts to finance the revenue costs of reforming their services. Set up and implementation costs of any new processes or arrangements that will generate future ongoing savings and/or transform service delivery to reduce or improve the quality-of-service delivery in future years can be classified as qualifying expenditure. Costs associated with business-as-usual activity and the council's statutory duty to improve cannot be classified as qualifying expenditure. The ongoing revenue costs of any new processes or arrangements can also not be classified as qualifying expenditure. In addition, the guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specifies that.
 - The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.

- In using the flexibility, the council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice

11. Council has previously engaged with both CIPFA Consultancy and the External Auditor to provide assurance that any such costs which it wishes to fund from the FUCR accords with the statutory guidance.
12. For 2022/23 the Council has funded the £15.61m of revenue expenditure on its transformation programme via the FUCR set out as follows.

| | |
|------------------|---|
| (£5.069m) | Brought Forward Capital Receipts |
| (£19.039m) | In-year capital receipts (excluding those from vehicle sales) |
| £0.156m | Costs of disposal |
| £15.610m | Transformation Investment Programme expenditure |
| (£8.342m) | Capital Receipts carried forward |

Capital receipts in-year included £12.6m for the Wessex Trade Industrial Centre in Poole, and £5.642m for the majority of the units the council owned at Airfield Industrial Estate, Christchurch.

OVERVIEW AND SCRUTINY BOARD



| | |
|----------------------------|---|
| Report subject | Carters Quay Phases 4,5 and 6 |
| Meeting date | 9 October 2023 |
| Status | Public Report |
| Executive summary | <p>This report sets out the background to the Carters Quay scheme phases 4 5 and 6 and the Council's involvement as well as the challenges currently faced.</p> <p>The report notes that officers have and continue to review the options for taking forward the development and that recommendation/s will be presented to Cabinet and Council when a clear picture emerges of which option represents the best set of probable outcomes for the council and residents of BCP.</p> |
| Recommendations | <p>It is RECOMMENDED that:</p> <p>Overview and Scrutiny consider and comment on the update provided.</p> |
| Reason for recommendations | This report comes at the request of the Chair of Corporate and Community Overview and Scrutiny Committee. It provides the background to the site and the Council's involvement and provides a position statement for consideration by the Committee. |
| Portfolio Holder(s): | Vikki Slade, Leader and Cabinet Member for Dynamic Places |
| Corporate Director | Jess Gibbons, Chief Operations Officer |
| Report Authors | <p>Nigel Ingram, Head of Housing Delivery</p> <p>Kelly Ansell, Director of Housing and Communities</p> <p>Paul Whittles, Finance Manager</p> <p>Adam Richens, Director of Finance</p> <p>Helen Garrett, Lead Solicitor – regeneration projects Legal Services</p> |
| Wards | Hamworthy |
| Classification | For information |

Background – 2021 & 2022

1. On 1 September 2021 Cabinet considered a paper (published 17 August 2021) entitled Carters Quay Housing and Regeneration Scheme Poole, which contained a series of recommendations regarding a Build to Rent (BTR) opportunity for 161 new homes and ancillary ground floor residential amenity and commercial space. A link to this paper is in Background Papers at the end of this report.
2. Prior to this - in late August 2021, the Overview and Scrutiny Committee considered the paper and a link to the comments and clarifications recorded from this are included in Background Papers also.
3. Inland Homes had developed 3 previous phases for outright sale in this location. Phase 4, 5 & 6 of the scheme were considered at the time as strategically important to the Council to enable it to meet its Housing Targets and to support the wider regeneration of Poole, being adjacent to the Council owned Holes Bay/Power Station site.
4. These phases of the scheme are designed across four blocks of accommodation consisting of a mix of 1,2 and 3 bed homes (apartments).
5. The range of accommodation was aimed at young professionals but can accommodate differing needs. It was and currently is still proposed that all the homes in the scheme will be offered for rent at full market rates.
6. To secure the opportunity, the Council were required to enter into an Agreement for Sale (Sale Agreement) form of contract, as land was to be purchased with completed buildings on it. The agreement details the contractual obligations which included a deferred payment schedule for how the funds are to be drawn down during the build period. This is a forward funding type arrangement where the council will acquire the land and the buildings constructed on them at completion, as Inland Partnerships Limited were the landowner and effectively “selling off plan”.
7. At its 1 September 2021 meeting, Cabinet approved the entering into an agreement for the acquisition of the land and buildings, which included the consented Build to Rent scheme known as Phases 4,5 and 6. It also resolved to include the scheme in the Capital Investment Programme.
8. BCP Council executed the ‘Sale Agreement’ dated 4 November 2021 with Inland Partnerships limited (IPL), for the Phases 4, 5 and 6 scheme which is located on the waterfront at Hamworthy, Poole, with the benefit of a planning permission from 2018.
9. On 4 Nov 21 IPL also entered into a Legal Mortgage with BCP over the Property.
10. On 4 Nov 21 BCP also entered into a Parent Company Guarantee with Inland Homes PLC.
11. An independent RICS market valuation report from Gerald Eve was secured in 2021 – based on the schemes November 2018 planning permission - prior to entering into the Sale Agreement.
12. Future Places officers were involved in reviewing the consented (planning) scheme prior to entering into the Sale Agreement - considering design enhancements that could be made to ensure it complements the wider regeneration aspirations for Holes Bay, and subsequently on the external finishes and landscaping designs and materials whilst the scheme was under construction.

Contract Terms

13. Contract Completion dates within the Sale Agreement were set as follows;

- 28 November 2024 = Target Date - If the Practical Completion Date for the Works does not occur by the Target Date, then BCP is entitled to liquidated damages (referred to as 'Compensation' in the Sale Agreement)
 - 28 November 2025 = Longstop Date - If the Practical Completion Date does not occur by 28 November 2025, then BCP may terminate the Sale Agreement with immediate effect by giving notice at any time after the Long Stop Date.
14. The first payment under the Construction Value element of the staged payments was made in January 2022.
 15. Works completed up to February 2023 include;
 - a. Sea wall sheet piling and capping
 - b. Retaining wall to Sydenham's site boundary
 - c. Piled Foundations to all four blocks installed, tested and cropped
 - d. Drainage attenuation tanks and drainage below roadways
 - e. Crane bases installed and tested
 16. There are three agreed stages of payment, The Deposit, The Advance Payment – together representing £8.25million - and the Construction works. The paid to date element at June 2023 was circa £6.75m. In total representing circa £15m at end June 2023.
 17. Confidential appendices to the September 2021 Cabinet report considered the detailed purchase terms and the financial business case for proceeding.

Current (2023) Position

18. IPL (Inland Partnerships Limited) senior operational managers relayed in February 2023 that their business was been 'hit hard' by both cashflow and higher supplier/subcontractor pricing and it was envisaged that this would impact on progress on site that could potentially extend into the summer of 2023.
19. Around this time, local networks indicated some existing supply chain partners (subcontractors and suppliers) were not confident they would get paid by IPL going forward and this additional information source prompted senior officers to seek clarification from Inland executives, who confirmed that the Parent company had a range of financial, accountancy, governance and confidence challenges – most of which were in the public domain at the time.
20. In late April 2023 legal advice on the delayed situation was commissioned from Bevan Brittan who had advised on the Sale Agreement back in 2021, to seek clarification so BCP officers could understand all parties' legal options under the Sale Agreement and associated documents.
21. In July 2023 Inland Homes formally contacted BCP Council on a Private and Confidential basis to indicate that they felt able to progress physical work on the site under certain changes to the existing Sale Agreement to reflect the changing market situation since works commenced and were therefore looking at financial, legal and time related variations.
22. It is understood that Inland Homes are in similar discussions with several Build-To-Rent operators and Registered Providers/Housing Associations.
23. On 17 July 2023 a group of senior BCP officers convened to discuss a proposed 5-point Action Plan for addressing the Carters Quay situation and particularly Inlands requests, the Head of Housing Delivery was deemed the Senior Responsible Officer to take these matters forward and regularly convene and update those same officers on progress - this has taken place on a weekly basis.

24. At an operational site level, BCP officers have attended in person or on-line Site Meetings with the Inland construction team since March 2023, to keep momentum of ancillary non construction issues relating to planning conditions etc.
25. Relatively 'small' payments for utility connections, design activity work etc have accrued over the last few months - after being verified by our advisors as due in accordance with the Sale Agreement, these represent a gross Constructions works valuation in the sum of £7.125m. After retention is deducted, the paid to date sum is £6.887m – to the end of August 2023.
26. External professional advice has been secured on the following over the last few months.
 - a. An updated @August 2023 Market Valuation - again by Gerald Eve.
 - b. A construction marketplace Position Report and Benchmarking Review from Rider Levett Bucknall - in respect of construction inflation across the industry since autumn 2021- to gain assurance of what is a reasonable position in the current and evolving marketplace.
 - c. Various formal advice notes from Bevan Brittan, the original Legal advisors to the structuring of the Sale Agreement, on procurement, contractual obligations of the parties within the Agreement etc.
27. As well as written correspondence, we have also convened 2 recent meetings with representatives of Inland Homes - the first on 23 August and the most recent 12 September to discuss their propositions/understand their current business challenges to enable a thorough due diligence process prior to any future recommendations to Cabinet & Council.
28. Inlands position has relatively recently changed again, in addition to the matters set out in paragraphs 21 & 22 , Inland Board members over the summer period have left the business and a new Chief Executive has been appointed - refer the Northern Focus article in the Background Papers - the implications for Carters Quay of this change of tack are still being discussed and evaluated, but influences options set out in paragraph 30 & 31 below.
29. The notification on 27 September of pending appointment of administrators at Inland Homes PLC and certain subsidiaries adds another critical aspect to the options and effectively introduces a third member to what was two parties to the Sale Agreement.

Options for Carters Quay Phases 4, 5 & 6 Going Forward

30. Council officers have been reviewing the options for taking forward the development and recommendation/s which will be presented to Cabinet and Council when a clear picture emerges of which option represents the best set of probable outcomes for the council and residents of BCP. It is envisaged that this will be heavily influenced by the role of the administrator.
31. As the position is a fast moving one, officers will provide a verbal update to the Committee at the Overview and Scrutiny meeting.

Financial Implications

32. The original Cabinet report dated 1 September 2021 detailed total costs of £45.6m required to purchase the completed Carters Quay scheme from Inland Partnership Limited. A RICS Red book valuation was undertaken by Gerald Eve (independent

valuers) which supported this price- this is the same valuation referred to in para 11.

33. The Carters Quay financial modelling and business case was scrutinised by the Overview and Scrutiny Board on 23 August 2021. The Cabinet report set out both the short-term and long-term financial impact of the proposed development. This included the positive impact on the council's MTFP over both the first 10 years and the 50-year borrowing term. Also included in the report was a reflection of the financial and non-financial risks associated with the arrangement. The financial risks included interest rate exposure and development and investment risk. For example, the modelling was based on both the prevailing PWLB rate and the council's low invest to save rate at the time, these being 2.05% and 3.00% respectively. The scheme was considered affordable as it was forecast to generate a £31m surplus over the 50-year term.
34. A subsequent Officer Decision Record dated 22 October 2021 modified the finances to incorporate £484k of additional design variations, a change in the prevailing PWLB rate to 2.35% plus confirmation of a lower SDLT charge. These amendments reduced the overall cost to £44.3m.
35. Material changes to global macroeconomics, predominately caused by the war in Ukraine have impacted nationally on the viability of the majority of regeneration and development projects. As an example, interest rates have increased to approximately double those assumed in the Carters Quay development. Alongside this the cost of materials has increased significantly since 2021. In this example council mitigated an element of these risks by prudently entering into a fixed price contract to protect itself from inflation pressures.
36. As at the end of September 2023 the council has invested £15.2m in total. £6.9m has been spent on construction works, in addition to the initial £8.3m covering the deposit and advance payment. All construction payments are after deducting a 3.5% retention sum and are supported by independently verified payment certificates.

Legal Implications

37. The structure of the Sale Agreement is that the developer was selling a completed building rather than a development site so the documentation entered into reflected the forward-funding nature of the purchase, with the use of stage payments as the construction proceeds and the transfer of ownership to only take place following completion of the build.
38. The relationship between the Council and IPL is governed by the Sales Agreement, which combines a contract for the sale of land with a development agreement, and ensures the council's increasing financial contribution are secured by a mortgage. This arrangement includes provisions for termination of the agreement in the event that the company fails to complete the construction or becomes insolvent. They also provide for step in rights under a parent company guarantee along with a mortgage over the land which secures the rights of the Council to take possession in the event of a breach.
39. As the target date for construction has not been reached and there are no ongoing breaches there are no current grounds for termination of the sales agreement.

40. While it has been announced that IPL's parent company intend to appoint administrators, it has not been confirmed whether all companies within the group (including IPL) will also be appointing administrators.
41. The appointment of administrators protects a company from enforcement by their creditors without the approval of the Court or the administrators. This will increase the administrative burden of terminating the agreement and/or enforcing the security contained in the mortgage.
42. Similarly any amendments to the terms of the extant agreements will only be possible with the consent of the parties and the administrator.
43. The legal implications of any proposed course of action will be covered in greater depth at the appropriate time.

Background papers

[Carters Quay report to Cabinet 1st Sept 2021](#)

[O&S board August 2021](#)

[August 21 O & S minutes](#)

[Inland Homes Northern Focus](#)

[Inland Homes to appoint administrators as cash dries up | This is Money](#)

OVERVIEW AND SCRUTINY BOARD



| | |
|-------------------|--|
| Report subject | Informal Working Group Report - Blue Badge Service |
| Meeting date | 9 October 2023 |
| Status | Public Report |
| Executive summary | The attached report contains the findings of an informal Overview & Scrutiny (O&S) working group on the Blue Badge Service. The purpose of the member-led working group was to establish background information on the service in order to determine if further in depth scrutiny was warranted. |
| Recommendations | <p>It is RECOMMENDED that the Board:</p> <ol style="list-style-type: none"> 1. notes the report of the informal working group recommending that no formal, in-depth scrutiny review is required; 2. agrees to supply the following recommendations to Officers for consideration: <ol style="list-style-type: none"> a) Officers continue to explore methods and the costs of providing Blue Badge renewal applicants with a renewal reminder and make appropriate recommendations to the responsible cabinet portfolio holder; b) Officers consider the addition of a carers tick box to the application form to indicate the Blue Badge holder receives services from Adult Social Care which may allow verification of the application via data already held by the Council; c) Officers consult with LGA members on the appropriateness of the Blue Badge fee to determine if an approach to government to increase the fee is desirable and/or warranted; d) Officers consider producing a Blue Badge service flow chart; e) Officers consider adding a note on the Council website to explain why an application may take up to 12 weeks to process; |

| | |
|----------------------------|--|
| | 3. schedules an update to O&S on the matter in one year. |
| Reason for recommendations | <p>O&S work should be undertaken only where it is clear that value can be added by O&S engagement. The informal working group has established that no further value can be added by in depth O&S engagement in this issue. Some recommendations have been provided for Officer consideration which may assist with operational practices.</p> <p>A future update on matters scrutinised is good practice and will enable O&S to assess the impact of its work.</p> |
| Portfolio Holder(s): | Councillor Andy Martin, Portfolio Holder for Customer, Communications and Culture |
| Corporate Director | Jess Gibbons, Chief Operations Officer |
| Report Authors | <p>Councillor Stephen Bartlett – Chairman, Overview and Scrutiny Board</p> <p>Lindsay Marshall – Overview and Scrutiny Specialist</p> |
| Wards | Council-wide |
| Classification | For Decision |

Background

1. The constitution allows Overview and Scrutiny (O&S) Committees to commission work to be undertaken outside of Committee meetings.
2. The Corporate and Community O&S Committee commissioned an informal working group on the Blue Badge Service at its meeting on 12 June 2023. This was in response to councillor insight of community concerns around waiting times for blue badges. The commissioned working group met the following O&S principle, as set out in the constitution, which states that:

O&S shall enable the voice and concerns of the public to be heard and reflected in the Council's decision-making process.

3. The group was established as an informal working group as it was entirely councillor led, with the intention of undertaking initial research around service provision for the Blue Badge Service and establishing whether a more in depth, officer supported scrutiny of the service was required by the Committee.
4. The membership, scope and methodology of the working group is set out in the attached Appendix, which was written by the working group members.

5. It should be noted that the Council agreed changes to the Overview and Scrutiny Committee Structure during September 2023. This has changed the name of the Corporate & Community Overview and Scrutiny Committee to the Overview and Scrutiny Board, and accounts for differences in terminology throughout the working group report.

Options Appraisal

6. Findings have been set out by the informal working group. The Board may choose to agree, amend or reject these findings.

Summary of financial implications

7. There are no financial implications associated with this report.

Summary of legal implications

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

Summary of human resources implications

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

Summary of sustainability impact

10. There are no sustainability impact implications associated with this report.

Summary of public health implications

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

Summary of equality implications

12. There are no equality implications associated with this report and no EIA was required as it provides background information gathered by an informal working group. The report seeks to benefit Blue Badge holders by evaluating the application process with a view to establishing whether steps could be taken to reduce waiting times for applicants.

Summary of risk assessment

13. There are no risks associated with this report.

Background papers

There are no background papers to this report.

Appendices

Appendix 1 - BCP Corporate and Community Overview and Scrutiny Informal Working Group Report on the Blue Badge Service

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BCP Corporate and Community Overview and Scrutiny Working Group Report on the Blue Badge Service

1.Introduction

1.1 At the Corporate and Community Overview and Scrutiny Committee meeting held on 12 June 2023, the Committee discussed the Blue Badge application process which according to the Council's website could take twelve weeks to process. The Committee agreed to form a member led informal Working Group (WG) to scrutinise the Blue Badge application process to evaluate why the process could take this long, if the time could be reduced, and whether a further formal, in-depth evaluation of the system by the committee is warranted. The Committee agreed that Cllr's Stephen Bartlett, Tony Trent, and Kate Salmon would form the WG and report back to the Committee at its meeting on 9 October 2023.

1.2 On 14 July 2023, the WG met with Council Officers Matti Raudsepp (Director of Customer, Arts and Property) and Stuart Walters (Customer Services Manager) to gather information on the Blue Badge system. Officers provided an overview of the Blue Badge system and answered questions during and after the meeting.

1.3 The WG received feedback on the Blue Badge Application process from the Clinical Reference Group and this is reflected in this report.

2.Blue Badge Overview

2.1 The aim of the Blue Badge scheme is to help people with severe mobility problems caused by visible and non-visible (hidden) disabilities to access goods and services, by allowing them to park close to their destination. The scheme is open to eligible people irrespective of whether they are travelling as a driver or as a passenger.

2.2 The scheme provides a national range of on-street parking concessions to Blue Badge holders. It allows them to park without charge or time limit in otherwise restricted on-street parking environments and allows them to park on yellow lines for up to three hours, unless a loading ban is in place.

2.3 The Blue Badge system is a National System and the Council's responsibility is to process the applications in accordance with the rules directed by government.

3. Department for Transport Role

3.1 The Department for Transport (DfT) is responsible for the legislation that sets out the framework for the scheme. This includes:

- a. the prescribed descriptions of disabled people to whom a badge may be issued i.e., the eligibility criteria.
- b. the maximum fee that can be charged by local authorities for issue of a badge.
- c. the period of issue of a badge.
- d. the grounds for refusal to issue a badge and the grounds to withdraw a badge.
- e. the circumstances in which a badge should be returned to the issuing authority.
- f. the way a badge should be displayed.
- g. the national concessions available to badge holders under the scheme.

4. Local Authority Role

4.1 Local authorities are responsible for the day-to-day administration and enforcement of the scheme. They are responsible for determining and implementing administrative, assessment, and enforcement procedures which they believe are in accordance with the governing legislation.

4.2 Whatever the local arrangements, it is important that there is effective communication between the teams that issue Blue Badges and those that conduct on-street enforcement.

4.3 It is the responsibility of each local authority to ensure that badges are only issued to residents who satisfy one or more of the eligibility criteria set out in the legislation that governs the scheme. Under no circumstances should anyone who does not satisfy at least one of the criteria receive a badge.

5. Blue Badges in the BCP Council Area

5.1 The population of BCP Council area is 400,300 as per the 2021 Census, within that figure 73,838 residents identify as having a disability. Of this figure 30,616 state that the disability 'prevents them from undertaking regular activity a lot'.

5.2 There are currently c 21,000 Blue Badges on issue within the BCP area.

5.3 Blue Badge applications comprise new applications and renewal applications, and the Council processes about seven thousand applications per annum.

6. Application Timescales

6.1 The Government Department for Transport says a decision on an application should be made within twelve weeks and this is the time stated on the Council's website. The average time for BCP Council to process the application is currently eight weeks. There are fluctuations in this timescale depending on the nature of the application and the evidence of eligibility that is provided.

6.2 Following a decision to award a badge, and receipt of the fee, the badge is printed and despatched by a third-party company appointed by the DfT. A badge is usually received by the applicant between five and seven working days after payment has been received.

6.3 The DfT national database has an option that can be enabled which will send a reminder before a badge is due to expire, this option is not currently enabled for BCP. The Council is assessing the reminder facility to determine associated cost and how, or if, it could be used.

7. Blue Badge Cost

7.1 The cost for producing each badge, including despatch, is £3.40. A further £1.38 is charged for each additional entry in the DfT provided nationwide database. The remainder of the £10 fee, £5.22, is used to cover some of the Council's staff costs. Where an applicant is referred to Adult Social Care for a mobility assessment, a charge of £50 per assessment is made to the Customer Services budget. Historically there are about two mobility assessments per month at an annual cost of £1,200.

8. Council Resources

8.1 The Blue Badge service is managed and delivered from within the Council's Customer Services Department. Adult Social Care also become involved if a mobility assessment is needed. This may be because the evidence provided does not provide enough insight to the impact on the individual or because the council have refused the application and the applicant has requested a review of the decision. In both cases Adult Social Care will undertake a mobility assessment, in person, and give a decision.

8.2 The online application and background database is a national government system. It is not a case management system, therefore BCP have procured a Blue Badge Customer Management (case management) system that interfaces with the Government system.

8.3 Applications for a Blue Badge are made on-line, but paper applications are also available. Currently 88% of applications are made on-line, and 12% are paper applications.

8.4 The Council Blue Badge team comprises four individuals whose role is to review and make decisions on applications and renewals. The team has three part time and one full time members of staff, supported by a Team Manager. The Team Manager has responsibility for the Blue Badge service as well as three other functions within customer services.

8.5 In the main, the team are working remotely and access their workload from the Blue Badge case management system for online applications, and hard copy (paper) applications are scanned to the case management system by the Corporate Digital mailroom (also part of Customer Services).

8.6 The Team Manager works remotely but spends at least one day per week in one of the hub offices; more frequently if there is a need to attend specific meetings or to meet in person with their direct reports. The team's performance is tracked monthly.

8.7 The Team has long standing and experienced staff.

8.8 The total number of person-hours hours is 6,835 but this does not include the telephone team.

8.9 The cost of the service includes the direct staff costs (assessing team), badge production and system. This gives a high-level cost of £161,000 (rounded), offset by £80,000 income, leaving a net shortfall (cost to the Council) of £80,000, which can fluctuate each year depending on the number of applications and renewals.

9. Blue Badge New Applications

9.1 There are two eligibility criteria, 'eligible without further assessment,' and 'eligible subject to further assessment.' These are sometimes known as 'automatic eligibility' and 'non automatic eligibility.' Automatic eligibility applications are quicker and easier to process. The ratio of badges currently on issue within BCP are 'eligible without further assessment' 30%, and 'eligible subject to further assessment' 70%.

9.2 Where applications require supporting evidence from medical specialists, the medical specialists must respond to such requests within a reasonable timescale suggested by expert medical and social care professionals.

10. Blue Badge Renewal Applications

10.1 A set of 'core principles' on the Blue Badge reapplication process exist. They are intended as a guide for local authorities and were developed by an independent review research team drawing on significant input from experienced practitioners. Their use is not mandatory, and it remains the responsibility of local authorities to determine their renewal process. The core principles are:

- a. Send all badge holders a reapplication reminder three months in advance of the expiry date of their Blue Badge.
- b. Verify the applicant's address and contact details, and personal information are correct, updating the Council's records, as necessary.
- c. Update the vehicle registrations held on record by the local authority to aid the continuing enforcement of the Blue Badge Scheme.
- d. Secure the return of the expired Blue Badge so that it can be destroyed, retaining a note of this badge's serial number on the applicant's Blue Badge record.

10.2 Renewal Applications also fall into the 'without further assessment' and subject to further assessment categories.

10.3 For 'without further assessment' applications, the council must verify that the applicant continues to demonstrate eligibility by checking local records, for example the Blind Register for those registered blind. Where necessary, the council will also request copies of other documents required to support the renewal application. The council will wherever possible ensure the re-application process is as quick and efficient as possible, but where a renewal application can no longer qualify under the 'without further assessment category, the application will then fall into the 'further assessment' category.

10.4 Further assessment applications require local authority records to be checked to see how the applicant was assessed previously and whether this included a recommendation that the applicant needed to be reassessed upon reapplying. Where an applicant's condition has improved since their last application, the application is considered in the same way as the new badge application.

11. Working Group Analysis

11.1 From the detailed information provided by officers, examination of the application forms and feedback from applicants, the Blue Badge application system appears complex and labour intensive. The complexity is driven by the strict rules that are set nationally and must be rigorously observed to prevent fraud, particularly as ownership of a Blue Badge confers parking benefits that can hold significant financial value for a badge owner.

11.2 Applicants seeking to renew a badge comment that the information required to support the application is far too detailed and overly intrusive. Applicants question why information submitted when the badge was originally applied for, is asked for again, for example, proof of identity, proof of address, proof of benefits, National Insurance Number, details of current Blue Badge and a new head and shoulders photograph. Compiling the information needed is reported to be time consuming and the application process stressful. The WG understands why applicants may make these comments and are sympathetic to the views expressed, but also understands that it is not currently possible for the IT systems used for processing applications to extract relevant data, and manual research across different platforms would not be efficient; hence, the burden of providing the required information has to fall with the applicant. It should also be remembered that over the three-year period from when a Blue Badge was issued, the data held by the Council may no longer be valid. Furthermore, it is the applicant that is required to provide the information and to ensure it is correct, whereas it is the council's responsibility to verify the information supplied is correct. Hopefully, as the council's transformation programme progresses, it will be possible for data to be shared across services to minimise the duplication of data entry and the automatic extraction of relevant data to the services required.

11.3 The WG recognises that many Blue Badge applications are made on behalf of the applicant by a carer, and that this can be an onerous task particularly where the carer may not be related to the Blue Badge holder and where the Badge owner may be disabled. Difficulty of obtaining the information required can be challenging in these circumstances. It is suggested that where existing Blue Badge holders apply for a badge renewal, that a tick box is added to the application form to indicate they receive services from Adult Social Care. This would then allow verification of the application via data already held by the council.

11.4 The council website gives sufficient information on how to apply for or renew a Blue Badge, and that current applications are taking up to twelve weeks to process but the website does not explain why the process can take this long. The WG considers that a short brief on why an application may take this long may help applicants and where applicable their carers, to better understand the reasons why this is so, and why it is essential that applications are made in good time.

11.5 Although applications may take twelve weeks to process, there has been only one formal complaint against the service provision during 2022, whereas there were two compliments over the same period.

11.6 Notwithstanding the service is operating well and within government guidelines, officers had previously recognised that where applications are not made in sufficient time, then new badges may not be issued before an existing badge had expired. To minimise this concern, Officers had introduced a working practice to accelerate the renewal process. However, a Council Audit found that this was contrary to Government guidelines and increased the potential for fraudulent applications. Because of this the working practice was stopped.

11.7 The WG considered that delays in obtaining a Blue Badge are caused primarily by applications being submitted in an untimely way. There is currently no reminder

system in place, and unless applicants read the guidelines on the Council website, applicants would not necessarily be aware that an application could take twelve weeks. For applicants that did not use computers, this risk increased. The WG felt that applicants, may consider twelve weeks to be excessive in today's modern world of instantaneous computer transactions.

11.8 The WG considered if an increase in staff might reduce applications perceived to be late (caused by late applications), but this was rejected on the basis that additional staff could not reduce the number of untimely applications. Overall, the service was working well and within national guidelines; hence, the cost of additional staff could not be justified for the slight (if any) benefit that might ensue.

11.9 The Blue Badge Team work remotely and the WG considered if this has any benefit or disadvantages to service delivery. This is a complex issue and is beyond the scope of this study. But broadly, the WG felt that because of the administrative nature of the process, remote working had little or no effect on the overall delivery of the service.

11.10 The WG considered if the introduction of a reminder system could prove beneficial to the renewal application process. This would notify existing badge holders of the date by which a renewal application had to be submitted if they were to avoid a delay in receiving a replacement badge. The DfT national database has an option that can be enabled which will send a reminder before a badge is due to expire, but this option is not currently enabled for BCP. Work is currently being undertaken to assess if the system could be used, and what costs would be involved.

11.11 New applicants are informed about application timescales via information published on the Council's website. For applicants that do not use computers, access to information is by telephone to the Council Customer Services who will arrange for the application forms to be mailed to the applicant. A WG member also visited the town centre library where the Blue Badge application forms and web information can be printed on request (the WG understand that all BCP Libraries will provide this service). The BCP Customer Service Centre will also provide this service on request.

11.12 The WG are reassured that in cases where a Blue Badge is urgently needed, for example where an applicant had a terminal illness, a Blue Badge could be issued within fifteen working days. For applicants in this category, and who do not use computers, it is unclear how they would be aware that this service would be available to them.

11.13 The WG considered whether the Council's Blue Badge management system is to be integrated with modern digital technology being introduced via the Council Transformation Programme. Officers confirmed this is planned for 2025. We assume data sharing will result in a faster application process and a more efficient service provision.

11.14 A top-level service process flow chart for the Blue Badge service is not currently available. The long established and experienced team does not need this to provide the service, however, the WG considers that all Council services should have a documented flow chart for reference, training, and development purposes as these will

be essential if services are to be integrated into the future Customer Services Management System.

11.15 The Blue Badge fee is set by Government and is currently £10 for a badge that is valid for up to 3 years. Applicants with a terminal illness do not pay the fee. Given that the costs of providing the service exceeds the revenue received by approximately £80K, and the fee charged to Badge holders is low, (£10 for 3 years), the WG considers that a rise in the fee should be considered, albeit this would have to be decided by government. Nevertheless, should the Council support this view, representations to Government could be made through the Local Government Association (LGA)

12. Conclusions

12.1 The Working Group concludes that:

- a. The multiple categories of applicants, the complexity of the application process and the detailed information that government requires to be verified, often from external sources, offers little scope for reducing the current application timescales.
- b. A further formal, in-depth evaluation of the system by the Corporate and Community Overview and Scrutiny Committee is not warranted.
- c. The Blue Badge service is operating within service levels as defined by government guidelines.
- d. The nationally set Blue Badge fee does not cover the costs of providing the service.
- e. Applicants renewing their badges may not be aware that the application process can take twelve weeks, and this can lead to badges expiring before a new badge can be issued. It may be possible to issue a reminder to badge holders, but there will be a cost associated if this is implemented.
- f. The addition of a carers tick box to the application form to indicate they receive services from Adult Social Care may allow verification of the application via data already held by the council.
- g. An explanation on the council website of the reasons why an application may take twelve weeks to process may encourage applicants to submit applications in a timely fashion.
- h. In urgent cases, a Blue Badge can be issued within fifteen working days.
- i. The implementation and integration of a new Customer Services Management System with other new digital systems introduced via the Council's Transformation Programme, offers the potential to improve service response times. However, these benefits are unlikely to materialise before 2025.
- j. All Council services should have a documented flow chart for reference, training, and development purposes and these will be essential if services are integrated into the future Customer Services Management System.
- k. The addition of more staff to the Blue Badge team would not necessarily improve service delivery timescales.
- l. The Blue Badge Team are working remotely but this has no positive or negative effect on the overall delivery of the service.

13. Recommendations to Officers

13.1 The following recommendations are provided to Officers:

- a. Officers continue to explore methods and the costs of providing Blue Badge renewal applicants with a renewal reminder and make appropriate recommendations to the responsible cabinet portfolio holder.
- b. Officers consider the addition of a carers tick box to the application form to indicate the Blue Badge holder receives services from Adult Social Care which may allow verification of the application via data already held by the council.
- c. Officers consults with LGA members on the appropriateness of the Blue Badge fee to determine if an approach to government to increase the fee is desirable and/or warranted.
- d. Officers consider producing a Blue Badge service flow chart.
- e. Officers consider adding a note on the council website to explain why an application may take up to 12 weeks to process.

OVERVIEW AND SCRUTINY BOARD



| | |
|----------------------------|--|
| Report subject | Forward Plan |
| Meeting date | 9 October 2023 |
| Status | Public Report |
| Executive summary | The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Forward Plan. |
| Recommendations | It is RECOMMENDED that: the O&S Board consider, update and confirm its Forward Plan. |
| Reason for recommendations | The Council's Constitution requires all Overview and Scrutiny bodies to set out proposed work in a Forward Plan which will be published with each agenda |
| Portfolio Holder(s): | N/A – O&S is a non-executive function |
| Corporate Director | Graham Farrant, Chief Executive |
| Report Authors | Lindsay Marshall, Overview and Scrutiny Specialist |
| Wards | Council-wide |
| Classification | For Decision |

Background

1. All Overview and Scrutiny (O&S) bodies are required by the Constitution to consider work priorities and set these out in a Forward Plan. When approved, this should be published with each agenda. It is good practice for the Forward Plan to be kept under regular review by the Board, and in this report members are asked to discuss and agree work priorities for the next meeting to allow sufficient time for report preparation as appropriate. See the Forward Plan attached at Appendix B to this report.
2. Preparations for a forward planning workshop are in hand. Workshops for some O&S bodies have been delayed pending a decision on the O&S structure. Board members are therefore advised that minimal Forward Plan review is required at this stage and a more in-depth review, to plan work for the rolling year ahead, may take place at the workshops.

3. For guidance, the following documents are appended to this report:

- Appendix A -Terms of Reference for all O&S Committees
- Appendix B - Current O&S Board Forward Plan
- Appendix C – Request for consideration of an issue by Overview and Scrutiny
- Appendix D - Current Cabinet Forward Plan

O&S Committees updated terms of reference

4. Changes to the O&S Committee structure were agreed by Council on 12 September 2023. Among other changes, the Corporate & Community O&S Committee has been renamed the O&S Board; the remit of the Board has been updated, and the meeting frequency of the Board will now be monthly, tracking Cabinet meetings. Figure 1 within Appendix A - 'Terms of Reference for all O&S Committees' outlines the updated remit of the Board.

BCP Constitution and process for agreeing Forward Plan items

5. For clarity, reference to O&S Committees throughout this report shall include the O&S Board, unless stated otherwise.
6. The Constitution requires that the Forward Plan of O&S Committees shall consist of work aligned to the principles of the function. The BCP Council O&S function is based upon six principles:
- Contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend';
 - A member led and owned function – seeks to continuously improve through self-reflection and development;
 - Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process;
 - Engages in decision making and policy development at an appropriate time to be able to have influence;
 - Contributes to and reflects the vision and priorities of the Council;
 - Agility – able to respond to changing and emerging priorities at the right time with flexible working methods.
7. An O&S Committee may take suggestions from a variety of sources to form its Forward Plan. This may include suggestions from members of the public, officers of the Council, Portfolio Holders, the Cabinet and Council, members of the O&S Committee, and other Councillors who are not on the Committee.
8. The Constitution requires that all suggestions for O&S work will be accompanied by detail outlining the background to the issue suggested, the proposed method of undertaking the work and likely timescale associated, and the anticipated outcome and value to be added by the work proposed. No item of work shall join the Forward Plan of the O&S Committee without an assessment of this information.
9. Any Councillor may request that an item of business be considered by an O&S Committee. Members are asked to complete a form outlining the request, which is appended to this report at Appendix C. The same process will apply to requests for scrutiny from members of the public.

10. A copy of the most recent Cabinet Forward Plan will be supplied to O&S Committees at each meeting for reference. The latest version was published on 26 September 2023 and is supplied as Appendix D to this report.

Resources to support O&S work

11. The Constitution requires that the O&S Board and Committees take into account the resources available to support their proposals for O&S work. This includes consideration of Councillor availability, Officer time and financial resources. Careful and regular assessment of resources will ensure that there is appropriate resource available to support work across the whole O&S function, and that any work established can be carried out in sufficient depth and completed in a timely way to enable effective outcomes. O&S Chairs and Vice Chairs also play an important role in monitoring use of resources through informal meetings.
12. It is good practice for O&S Committees to agree a maximum of two substantive agenda items per meeting. This will provide sufficient time for Committees to take a 'deep dive' approach to scrutiny work, which is likely to provide more valuable outcomes. A large amount of agenda items can lead to a 'light touch' approach to all items of business, and also limit the officer and Councillor resource available to plan for effective scrutiny of selected items.
13. O&S Committees are advised to carefully select their working methods to ensure that O&S resource is maximised. A variety of methods are available for O&S Committees to undertake work and are not limited to the receipt of reports at Committee meetings. These may include:
- Working Groups;
 - Sub-Committees;
 - Tak and finish groups;
 - Inquiry Days;
 - Rapporteurs (scrutiny member champions researching and reporting to committee on an agreed topic);
 - Consideration of information outside of meetings – including report circulation/ briefing workshops/ briefing notes.

Further detail on O&S working methods are set out in the Constitution and in Appendix A – Terms of Reference for O&S Committees.

14. Bodies commissioned by an O&S Committee (such as Sub-Committees or Working Groups) may have conferred upon them the power to act on behalf of the parent body in considering issues within the remit of the parent body and making recommendations directly to Portfolio Holders, Cabinet, Council or other bodies or people within the Council or externally as appropriate.

Options Appraisal

15. The O&S Board is asked to consider, update and confirm its Forward Plan. This will ensure member ownership of the Forward Plan and that reports can be prepared in a timely way. Should the Committee not confirm its forthcoming priorities, reports may not be able to be prepared in a timely way and best use of the meeting resource may not be made.

Summary of financial implications

16. There are no direct financial implications associated with this report. The Board should note that when establishing a Forward Plan, the Constitution requires that account be taken of the resources available to support proposals for O&S work. Advice on maximising the resource available to O&S bodies is set out in paragraphs 11 to 14 above.

Summary of legal implications

17. The Council's Constitution requires all O&S bodies to set out proposed work in a Forward Plan which will be published with each agenda. The recommendation proposed in this report will fulfil this requirement.

Summary of human resources implications

18. There are no human resources implications arising from this report.

Summary of sustainability impact

19. There are no sustainability resources implications arising from this report.

Summary of public health implications

20. There are no public health implications arising from this report.

Summary of equality implications

21. There are no equality implications arising from this report. Any member of the public may make suggestions for Overview and Scrutiny work. Further detail on this process is included within Part 4 of the Council's Constitution.

Summary of risk assessment

22. There is a risk of challenge to the Council if the Constitutional requirement to establish and publish a Forward Plan is not met.

Background papers

None

Appendices

Appendix A – Overview and Scrutiny Committees Terms of Reference

Appendix B - Current O&S Board Forward Plan

Appendix C – Request for consideration of an issue by Overview and Scrutiny

Appendix D – Current Cabinet Forward Plan

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

OVERVIEW AND SCRUTINY BOARD / COMMITTEES TERMS OF REFERENCE

Overview and Scrutiny (O&S) is a statutory role fulfilled by Councillors who are not members of the Cabinet in an authority operating a Leader and Cabinet model. The role of the Overview and Scrutiny Board and Committees is to help develop policy, to carry out reviews of Council and other local services, and to hold decision makers to account.

PRINCIPLES OF OVERVIEW AND SCRUTINY

The Bournemouth, Christchurch and Poole Overview and Scrutiny function is based upon six principles:

1. Contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend'.
2. A member led and owned function – seeks to continuously improve through self-reflection and development.
3. Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process.
4. Engages in decision making and policy development at an appropriate time to be able to have influence.
5. Contributes to and reflects the vision and priorities of the Council.
6. Agile – able to respond to changing and emerging priorities at the right time with flexible working methods.

MEETINGS

There are four Overview and Scrutiny bodies at BCP Council:

- Overview and Scrutiny Board
- Children's Services Overview and Scrutiny Committee
- Health and Adult Social Care Overview and Scrutiny Committee
- Environment and Place Overview and Scrutiny Committee

Each Committee meets 5 times during the municipal year, except for the Overview and Scrutiny Board which meets monthly to enable the Board to make recommendations to Cabinet. The date and time of meetings will be set by full Council and may only be changed by the Chairman of the relevant Committee in consultation with the Monitoring Officer. Members will adhere to the agreed principles of the Council's Code of Conduct.

Decisions shall be taken by consensus. Where it is not possible to reach consensus, a decision will be reached by a simple majority of those present at the meeting. Where there are equal votes the Chair of the meeting will have the casting vote.

MEMBERSHIP

The Overview and Scrutiny Board and Committees are appointed by full Council. Each Committee has 11 members and the Board has 13 members. No member of the Cabinet may be a member of the Overview and Scrutiny Committees or Board, or any group established by them. Lead Members of the Cabinet may not be a member of Overview and Scrutiny Committees or Board. The Chair and Vice-Chair of the Audit and Governance Committee may not be a member of any Overview and Scrutiny Committees or Board.

The quorum of the Overview and Scrutiny Committees and Board shall be one third of the total membership (excluding voting and non-voting co-optees).

No member may be involved in scrutinising a decision in which they been directly involved. If a member is unable to attend a meeting their Group may arrange for a substitute to attend in their place in accordance with the procedures as set out in the Council's Constitution.

Members of the public can be invited to attend and contribute to meetings as required, to provide insight to a matter under discussion. This may include but is not limited to subject experts with relevant specialist knowledge or expertise, representatives of stakeholder groups or service users. Members of the public will not have voting rights.

Children's Services Overview and Scrutiny Committee - The Committee must statutorily include two church and two parent governor representatives as voting members (on matters related to education) in addition to Councillor members. Parent governor membership shall extend to a maximum period of four years and no less than two years. The Committee may also co-opt one representative from the Academy Trusts within the local authority area, to attend meetings and vote on matters relating to education.

The Committee may also co-opt two representatives of The Youth Parliament and, although they will not be entitled to vote, will ensure that their significant contribution to the work of the Committee is recognised and valued.

Environment and Place Overview and Scrutiny Committee - The Committee may co-opt two independent non-voting members. The selection and recruitment process shall be determined by the Environment and Place Overview and Scrutiny Committee.

FUNCTIONS OF THE O&S COMMITTEES AND O&S BOARD

Each Overview and Scrutiny Committee (including the Overview and Scrutiny Board) has responsibility for:

- Scrutinising decisions of the Cabinet, offering advice or making recommendations
- Offering any views or advice to the Cabinet or Council in relation to any matter referred to the Committee for consideration
- General policy reviews, and making recommendations to the Council or the Cabinet to assist in the development of future policies and strategies
- Assisting the Council in the development of the Budget and Policy Framework by in-depth analysis of policy issues
- Monitoring the implementation of decisions to examine their effect and outcomes
- Referring to full Council, the Cabinet or appropriate Committee/Sub-Committee any matter which, following scrutiny a Committee determines should be brought to the attention of the Council, Cabinet or other appropriate Committee
- Preparation, review and monitoring of a work programme
- Establishing such commissioned work as appropriate after taking into account the availability of resources, the work programme and the matter under review

In addition, the Overview and Scrutiny Board has responsibility for:

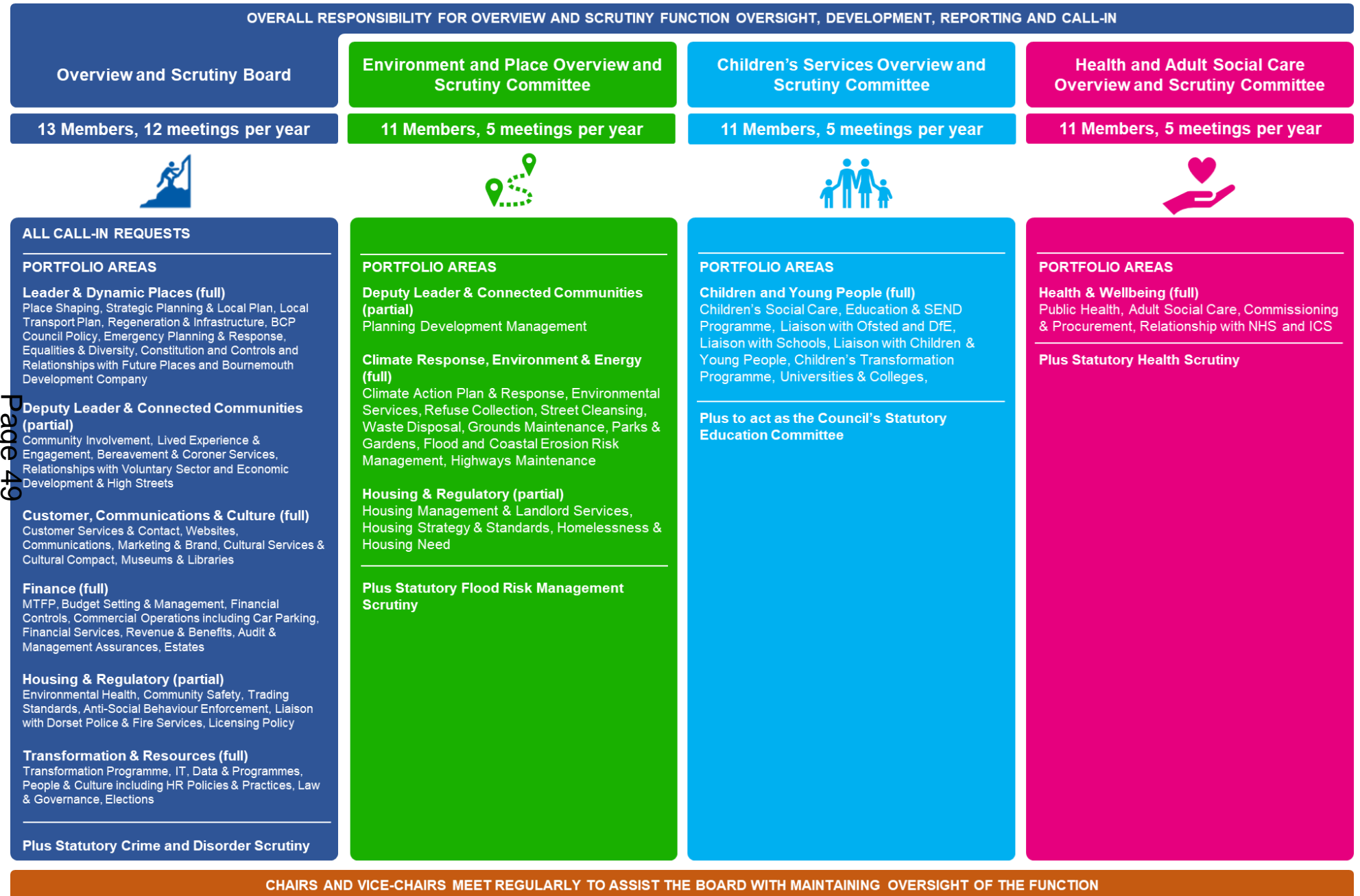
- Considering decisions that have been called-in
- Undertaking scrutiny of the Council's budget processes
- Carrying out the Council's scrutiny functions relating to crime and disorder, and discharging any other statutory duty for which the O&S function is responsible, other than those that relate to Flood Risk Management, Health, Adult Social Care, Children's Services and Education
- Overseeing the Council's overall O&S function including oversight of the work plans and use of resource across all O&S bodies
- Keeping the O&S function under review, suggesting changes as appropriate to ensure that it remains fit for purpose
- Reporting annually to Full Council on the output of the O&S function
- Maintaining oversight of the training needs of the whole O&S function.

Figure 1 below provides an outline of the responsibilities of each Committee.

The remit of the Overview and Scrutiny Board and Committees is based on the division of Portfolio Holder responsibilities. Portfolio Holders may report to more than one Overview and Scrutiny body.

Portfolio Holder responsibilities are changeable and from time to time it may be necessary to modify the designation of functions across the four Overview and Scrutiny bodies.

Figure One –Overview and Scrutiny Structure



COMMISSIONED WORK

In addition to Committee meetings, the Overview and Scrutiny Board and Committees may commission work to be undertaken as they consider necessary after taking into account the availability of resources, the work programme and the matter under review.

Each O&S body is limited to one commission at a time to ensure availability of resources.

a) **Working Groups** – a small group of Councillors and Officers gathered to consider a specific issue and report back to the full Board/ Committee, or make recommendations to Cabinet or Council within a limited timescale. Working Groups usually meet once or twice, and are often non-public;

b) **Sub-Committees** – a group of Councillors delegated a specific aspect of the main Board/ Committee's work for ongoing, in-depth monitoring. May be time limited or be required as a long-standing Committee. Sub-Committees are often well suited to considering performance-based matters that require scrutiny oversight. Sub-Committees usually meet in public;

c) **Task and finish groups** – a small group of Councillors tasked with investigating a particular issue and making recommendations on this issue, with the aim of influencing wider Council policy. The area of investigation will be carefully scoped and will culminate in a final report, usually with recommendations to Cabinet or Council. Task and finish groups may work over the course of a number of months and take account of a wide variety of evidence, which can be resource intensive. For this reason, the number of these groups must be carefully prioritised by scrutiny members to ensure the work can progress at an appropriate pace for the final outcome to have influence;

d) **Inquiry Days** – with a similar purpose to task and finish groups, inquiry days seek to understand and make recommendations on an issue by talking to a wide range of stakeholders and considering evidence relating to that issue, within one or two days. Inquiry days have similarities to the work of Government Select Committees. Inquiry days are highly resource intensive but can lead to swift, meaningful outcomes and recommendations that can make a difference to Council policy; and

e) **Rapporteurs or scrutiny member champions** - individual Councillors or pairs of Councillors tasked with investigating or maintaining oversight of a particular issue and reporting back to the main Board/ Committee on its findings. A main Committee can use these reports to facilitate its work prioritisation. Rapporteurs will undertake informal work to understand an issue – such as discussions with Officers and Portfolio Holders, research and data analysis. Rapporteur work enables scrutiny members to collectively stay informed of a wide range of Council activity. This approach to the provision of information to scrutiny members also avoids valuable

Committee time being taken up with briefings in favour of more outcome-based scrutiny taking place at Committee.

These terms of reference should be read in conjunction with the Overview and Scrutiny Procedure Rules outlined in Part 4C of the Council's Constitution.

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Work Plan – BCP Overview and Scrutiny Board

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|---|--|---|--------------------------------|---|--|
| DATE – 9 October 2023 – 4.00pm meeting | | | | | |
| 1. | Call-in of Cabinet Decision – Protecting our Coastal and Open Spaces A decision on the Call-in is required to be made under the requirements outlined within the BCP constitution. | The decision taken will be reviewed and the outcome of the call-in will be determined by the Board | Committee Report | PH – Housing and Regulatory Services | Valid call-in request received to be determined by the next meeting of the Board |
| DATE – 9 October 2023 – 6.00pm meeting | | | | | |
| 1. | Transformation Programme Update To provide the Board with information on the latest milestones for the programme. | For the O&S Board to review progress and make recommendations as required for the Transformation Programme. | Committee Report | PH – Transformation and Resources Corporate Director - Resources | Requested by Board |
| 2. | Carter's Quay Update To consider information on the latest position with this development. | For the O&S Board to review progress and make recommendations as required. | Committee Report | PH - Dynamic Places Chief Operations Officer | Requested by Board Chairman |
| 3. | Informal Working Group Report – Blue Badge Service For the Board to receive an update on the work of the group. | For the O&S Board to consider the work of the group and make recommendations as required | Committee Report | n/a | Informal working group agreed by Board |

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|---|---|---|--------------------------------|--------------------------------------|---|
| DATE to be allocated | | | | | |
| 1. | End of year Corporate Performance Report | To provide the Committee with an overview of performance and an opportunity to consider any areas to target scrutiny. | Committee/ Cabinet report | TBC Head of Policy and Research | Board to determine if it wishes for these items to remain on its Work Plan |
| 2. | Business Improvement Districts To consider information from the local BIDs on current issues and priorities. | To enable the Committee to hear from the Council's partners in the local BIDS and consider ways to work together | Committee Report | TBC Director Economic Development | Board to determine if it wishes for these items to remain on its Work Plan |
| Commissioned Work Work commissioned by the Committee (for example task and finish groups and working groups) is listed below: Note – to provide sufficient resource for effective scrutiny, no more than 2 items of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work. | | | | | |
| | Complaints Procedure – Working group To scrutinise and review the current complaints procedure and its effectiveness, to consider any opportunities for improvements. | To allow a more in-depth piece of work to analyse current practice and to consider making recommendations if required | Task and Finish Group | PH – Council Priorities and Delivery | Board to determine if it wishes for these items to remain on its Work Plan – to be agreed at work planning workshop |
| Update Items The following items of information have been requested as updates to the Committee. | | | | | |

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|--|---|---|---------------------------------------|--------------------------------------|--|
| The Committee may wish to receive these in an alternative to format to Committee updates (e.g. by emailed briefing note outside of the Committee) to reserve capacity in Committee meetings for items of value-added scrutiny. | | | | | |
| | None outstanding | | | | |
| Annual Reports | | | | | |
| | Crime and Disorder Scrutiny Report | Statutory requirement | Committee Report | | Potentially to be considered at the Board's December meeting. To be agreed at work planning workshop |
| | Budget Report | Ensure that there is scrutiny of the annual budget setting process | Committee Report | | |
| Requested items – Further details and dates to be allocated – The Board should consider these items further at its work planning workshop. | | | | | |
| | Our Cultural Plan | TBC | Cabinet Report | | |
| | Award of Gigabit Fibre Neutral Host Operator | TBC | Cabinet Report | | |
| | Library Strategy | TBC | Cabinet / Committee report | | |
| | Pay and Reward update | TBC | Committee Report | | |

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|--|--|--|--------------------------------|-------------------------------|--------------------|
| | External Consultancy Contracts | TBC | TBC | | |
| | Shared Prosperity Fund and Investment Plan | TBC | TBC | | |

Request for consideration of an issue by Overview and Scrutiny

Guidance on the use of this form:

This form is for use by councillors and members of the public who want to request that an item joins an Overview and Scrutiny agenda. Any issue may be suggested, provided it affects the BCP area or the inhabitants of the area in some way. Scrutiny of the issue can only be requested once in a 12 month period.

The form may also be used for the reporting of a referral item to Overview and Scrutiny by another body of the council, such as Cabinet or Council.

The Overview and Scrutiny Committee receiving the request will make an assessment of the issue using the detail provided in this form and determine whether to add it to its forward plan of work.

They may take a variety of steps to progress the issue, including requesting more information on it from officers of the council, asking for a member of the overview and scrutiny committee to 'champion' the issue and report back, or establishing a small working group of councillors to look at the issue in more detail.

If the Committee does not agree to progress the issue it will set out reasons for this and they will be provided to the person submitting this form.

More information can be found at Part 4.C of the BCP Council Constitution
<https://democracy.bcpCouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

Please complete all sections as fully as possible

1. Issue requested for scrutiny

2. Desired outcome resulting from Overview and Scrutiny engagement, including the value to be added to the Council, the BCP area or its inhabitants.

3. Background to the issue

4. Proposed method of scrutiny - (for example, a committee report or a working group investigation)

5. Key dates and anticipated timescale for the scrutiny work

6. Notes/ additional guidance

Document last reviewed – January 2022

Contact – democratic.services@bcpcouncil.gov.uk

CABINET FORWARD PLAN

1 SEPTEMBER 2023 TO 31 DECEMBER 2023

(PUBLICATION DATE – 26 September 2023)



| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|---|-------------------------|-----------------------------|-----------|---|---|-------------------------------|--|
| Quarter One Performance Report 2023/24 | To provide a quarter one update against performance measures in the current corporate strategy and an update on progress with actions | No | Cabinet 27 Sep 2023 | All Wards | | | Bridget Webber | Open |
| The future of Future Places, regeneration and development | To set out recommendations following a review of Future Places work programme and business plan to enable BCP Council to deliver financially sustainable community investment and regeneration going forward. | Yes | Cabinet 27 Sep 2023 | | | | Jess Gibbons, Adam Richens | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|--|-------------------------|-----------------------------|-----------|---|---|----------------------------|--|
| To agree the provision of revenue funding for the delivery of Contact Centre as a Solution (CCaaS) | To inform Cabinet about the proposed arrangements to award BCP Council's Contact Centre as a Solution (CCaaS) contract to a new supplier. To request that transformation funding allocated for the initial contract, becomes built into base budget to ensure that incoming phone calls to the Contact Centre can continue to be managed and that the Council is able to manage new customer channels in line with our Target Operating Model (TOM). | Yes | Cabinet 27 Sep 2023 | All Wards | Matti Raudsepp. Director of Customer and Business Delivery. | No consultation required. | | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|---|-------------------------|-----------------------------|-----------------------|--|--|---------------------------------|--|
| Highcliffe Seafront Area - Parking Restriction Proposals (P26 2022) | For Cabinet to consider and approve the Traffic Regulation Order for the Seafront area of Highcliffe as advertised (with amendments) to enable the order to be made, sealed and implemented | No | Cabinet 27 Sep 2023 | Highcliffe & Walkford | Key stakeholders including emergency services, ward members, Highcliffe Parish Council, Residents Association and residents. | Legal requirement for 21 day notice of TRO that has already been carried out | Andy Brown | Open |
| SEND - Accelerated Timeliness | For a decision to be made for funding | No | Cabinet 27 Sep 2023 | All Wards | | | Sarah Rempel, Shirley McGillick | Open |
| | | | | | | | | |
| Future Options - Bournemouth Air Festival | To make a decision on the future of Bournemouth Air Festival beyond 2023 | Yes | Cabinet 25 Oct 2023 | | | | Jon Weaver | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|-------------------------|-----------------------------|--|---|---|----------------------------|--|
| Phosphates in the River Avon | To consider the implications when granting planning permission for new housing in the River Avon catchment. | Yes | Cabinet 25 Oct 2023 | Burton & Grange; Christchurch Town; Commons; Highcliffe & Walkford; Mudford, Stanpit & West Highcliffe | | | Steve Dring | Open |
| Housing Strategy - Annual Summary Review | | No | Cabinet 25 Oct 2023 | | | | Kerry-Marie Ruff | |
| Inter Authority Agreement for the Dorset Coroners Service | To approve the new IAA following LGR changes implemented in April 2019 with the creation of BCP Council and Dorset Council as the Parties responsible for hosting the Dorset Coroners Service. | Yes | Cabinet 25 Oct 2023 | All Wards | BCP Council and Dorset Council | | Liz Hall | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|---|-------------------------|---|-----------|---|---|--------------------------------|--|
| Biodiversity Net Gain | To update Cabinet on the implementation of government's proposed Biodiversity Net Gain and our strategy for achieving net gain from new development | No | Cabinet 25 Oct 2023 | All Wards | | | Steve Dring, Martin Whitchurch | Open |
| 3 Housing regeneration scheme- Craigmoor Ave & Rochester rd and Grants Close, Bournemouth. | | No | Cabinet 25 Oct 2023 | | | | | |
| Consultation on the draft Bournemouth, Christchurch and Poole Local Plan | To seek agreement to publish the draft (Pre submission) version of the Bournemouth, Christchurch and Poole Local Plan for consultation prior to the submission of the plan for examination. | Yes | Cabinet 25 Oct 2023 Council 7 Nov 2023 | All Wards | | | Steve Dring, Sam Fox | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---------------------------------|---|-------------------------|---|-----------|---|---|----------------------------|--|
| Transformation Programme Update | To update cabinet on the progress of the programme and outline next activity. | No | Corporate and Community Overview and Scrutiny Committee 9 Oct 2023 Cabinet 25 Oct 2023 | All Wards | | | Katie Lacey | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|--|-------------------------|-----------------------------|------------|--|---|----------------------------|--|
| Traffic Order Proposal, Moor Road Loading Bay (P39 2023) | To seek approval to implement a Traffic Regulation Order for a Loading Bay on Moor Road, which forms part of the Section 106 Agreement for the Goods Yard Development. | No | Cabinet 25 Oct 2023 | Broadstone | Notification emails were sent to ward councillors and all statutory consultees (including emergency services, disability groups, local public transport providers, national transport associations and various council departments). | The statutory consultation process set out in The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 has been carried out as detailed below. A 21-day public consultation opened on Friday 2 June 2023 where: • A Notice was placed in the Bournemouth Echo. • Notification emails were sent to all councillors and all statutory consultees. • Street Notices with consultation details were displayed in relevant locations. • The Deposited Documents (consultation documents) were published on the council's website. | Julian McLaughlin | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|---------------------------------------|-------------------------|---|-----------|---|---|--------------------------------------|--|
| Medium Term Financial Plan (MTFP) Update | Provide update on the MTFP | No | Cabinet 25 Oct 2023 Council 7 Nov 2023 | All Wards | N/a | N/a | Adam Richens | Open |
| <div> <div> DfE SEND review next steps </div> <div> Page 9 of 66 </div> </div> | To consider the DfE review next steps | No | Cabinet 25 Oct 2023 | | | | Rachel Gravett, Shirley McGillick | Fully exempt |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|-------------------------|-----------------------------|-------------------|---|---|----------------------------|--|
| Traffic Order Proposals, Canford Paddock Development Waiting Restriction Proposals P38 2023 | The report seeks approval to implement TROs for no waiting at any time restrictions throughout the development. The scheme is linked to Section 106 Agreement as part of the Planning Process. | No | Cabinet 25 Oct 2023 | Bearwood & Merley | Notification emails were sent to all councillors and all statutory consultees (including emergency services, disability groups, local public transport providers, national transport associations and various council departments). | The statutory consultation process set out in The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 has been carried out by undertaking a 21-day public consultation opened on Friday 2 June 2023 where a notice was placed in the Bournemouth Echo, notification emails were sent to all councillors statutory consultees and Street Notices with consultation details were displayed in relevant locations. The Deposited Documents (consultation documents) were also published on the council's website. | Julian McLaughlin | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|--|-------------------------|---|-----------|---|---|----------------------------|--|
| | | | | | | | | |
| Housing and Property Compliance Update (Housing Revenue Account) | To provide an update on meeting legal requirements to ensure that council properties are safe to occupy. | No | Cabinet 22 Nov 2023 | All Wards | | | Simon Percival | Open |
| Library Strategy | To agree the scope and timeline for the development of a Library Strategy | Yes | Corporate and Community Overview and Scrutiny Committee 9 Oct 2023 Cabinet 22 Nov 2023 | All Wards | | | Lynda Anderson | Open |
| | | | | | | | | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|--|-------------------------|---|-----------|--|---|-----------------------------------|--|
| 20mph Scheme Options Appraisal | To Review Options Around 20mph schemes and agree the Council's position | Yes | Cabinet 10 Jan 2024 | All Wards | All residents, businesses and visitors to BCP. Dorset Police and other statutory stakeholders for Traffic Regulation Orders. | No consultation has been carried out however the options all include conducting consultation. | Richard Pearson, Richard Pincroft | Open |
| | | | | | | | | |
| Housing Revenue Account (HRA) Budget Setting 2024/25 | To seek Cabinet approval for the proposed expenditure on council properties within the HRA | No | Cabinet 7 Feb 2024 Council 20 Feb 2024 | All Wards | | | Seamus Doran | Open |
| | | | | | | | | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|---|-------------------------|-----------------------------|--|---|---|---|--|
| Christchurch Bay and Harbour FCERM Strategy | Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) are working together with the Environment Agency to produce a new strategy to protect coastal communities from tidal flooding and erosion risk. It will guide how the frontage from Hengistbury Head to Hurst Spit, encompassing Christchurch Harbour, will be sustainably managed for the next 100 years. | No | Cabinet 10 Apr 2024 | Christchurch Town; East Southbourn e & Tuckton; Highcliffe & Walkford; Mudeford, Stanpit & West Highcliffe | Landowners, BCP residents, businesses, organisations, BCP services | Several levels of public enegagement and consultation throughout the development of the Strategy between 2021 and 2023. | Catherine Corbin, Alan Frampton, Matt Hosey | Open |
| | | | | | | | | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|-------------------------|---------------------------------|---------------------|---|---|----------------------------|--|
| Street Naming and Numbering Policy | To secure Cabinet approval for a single BCP policy relating to street naming and numbering decisions. | No | Cabinet Date to be confirmed | All Wards | | | Matti Raudsepp | Open |
| Bournemouth Development Company LLP Business Plan | To seek approval for the Bournemouth Development Company Business Plan, extend some contractual "Option Execution Dates" in relation to specific sites and provide an update in relation to the independent Local Partnerships Review. | No | Cabinet Date to be confirmed | Bournemouth Central | | | Sarah Longthorpe | Open |
| Children's Services Early Help Offer | Summary of findings and recommendations from an ongoing review of our current Early Help services | No | Cabinet Date to be confirmed | All Wards | | | Zafer Yilkan | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|-------------------------|---------------------------------|------------|--|---|----------------------------|--|
| Pay & Reward - New Terms and Conditions of Employment | To seek approval for the Council's new terms and conditions of employment, including new pay and grading arrangements. | No | Cabinet Date to be confirmed | | Proposals have been developed through a process of collective bargaining with recognised Trade Unions. CMB, directorate leadership teams and employees have also been consulted at various stages during the project and informed the development of proposals | | Lucy Eldred, Jon Burrows | Fully exempt |
| Poole Regeneration Update | To update Cabinet and the public on projects and activities in Poole Town Centre | No | Cabinet Date to be confirmed | Poole Town | relevant stakeholders to the Poole Regeneration Programme | | Chris Shephard | Open |