

# Notice of Overview and Scrutiny Board



Date: Monday, 8 January 2024 at 6.00 pm

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

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## 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

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

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

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5781>

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](mailto:press.office@bcpCouncil.gov.uk)

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

GRAHAM FARRANT  
CHIEF EXECUTIVE

28 December 2023

**DEBATE  
NOT HATE**



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## 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  
([janie.berry@bcpcouncil.gov.uk](mailto:janie.berry@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. Confirmation of Minutes

To confirm and sign as a correct record the minutes of the meetings held on 13 November and 4 December 2023.

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## 5. 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 midday 3 clear working days before the meeting.

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

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

## ITEMS OF BUSINESS

## 6. Q2 2023/24 Corporate Performance Report

BCP Council's priorities and values which underpin the development and delivery of services are set out in the Corporate Strategy.

A new Corporate Strategy was approved by Cabinet in December 2023 and

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is expected to have been adopted by council before this paper is considered. New delivery plans and key performance measures will be considered by Cabinet in April 2024.

Until then, performance is assessed on the actions and measures detailed in the Corporate Strategy adopted by Full Council in November 2019 and delivery plans that were revised in February 2022.

The appended performance report shows progress with measures set out in the delivery plans and any additional measures agreed by Cabinet as part of the performance reporting process, for quarter two of 2023/24 (July to September 2023).

Individual exception reports provide explanations and planned actions to address under performance. The appended report also provides a further update on the delivery plan actions.

A new section on public health measures has been added so performance can be considered alongside BCP Council delivery areas.

In addition, appendix 2 shows a progress update as of December 2023, on the Council's response to being issued with a 'Best Value Notice' by the Department for Levelling Up, Housing & Communities (DLUHC) in August 2023.

## **7. Council Companies - Shareholder Governance Review**

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This report sets out the action taken to ensure appropriate and effective governance of Council owned companies including the independent governance review undertaken by DLUHC, a self-assessment review of Council-owned companies undertaken by the Council's internal audit team, and the governance review undertaken by the Interim Chair of BCP FuturePlaces Ltd which considered lessons learnt over the first year of operation.

Following the work undertaken above and the subsequent closure of BCP FuturePlaces Ltd, a review of shareholder governance arrangements for all Council-owned companies was undertaken by the Interim Corporate Director of Resources in November 2023.

The review recommends changes designed to provide clearer understanding of the respective roles, decision-making arrangements, and improved accountability along with next steps for implementation.

## **8. Library Strategy - discussion item**

No report

For the Portfolio Holder for Customer, Communications and Culture to discuss with the Overview and Scrutiny Board their views on the direction of travel for this strategy.

## **9. Overview and Scrutiny Action Plan**

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The Overview and Scrutiny Board requested an update on the progress against the Overview and Scrutiny (O&S) action plan which sets out strategic actions agreed by Council to assist in improving O&S within BCP Council.

The action plan is attached at Appendix 1 and provides a detailed update on progress against actions as of December 2023.



## **10. Forward Plan**

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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.

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**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL**  
**OVERVIEW AND SCRUTINY BOARD**

Minutes of the Meeting held on 13 November 2023 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman  
Cllr S Aitkenhead – Vice-Chairman

Present: Cllr P Broadhead, Cllr L Dedman, Cllr B Dove, Cllr C Goodall,  
Cllr S Moore, Cllr L Northover, Cllr K Salmon, Cllr M Tarling,  
Cllr T Trent and Cllr O Walters

Present virtually: Cllr Dr F Rice

Also in attendance: Cllr M Cox, Cllr A Martin, Cllr V Slade

14. Apologies

There were no apologies.

It was noted that as Cllr Dr F Rice was present virtually she would not be able to take part in any vote.

15. Substitute Members

There were none.

16. Declarations of Interests

Cllr M Tarling declared for transparency that his partner worked for the Council's library service, an item which was not on the agenda for discussion but which might get raised in the context of the Forward Plan.

17. Confirmation of Minutes

The minutes of the meeting held on 20 September 2023 at 6.00pm\* and the meetings held on 9 October 2023 at 4.00pm and 6.00pm were confirmed as a correct record for signing by the Chairman.

\* Corporate and Community Overview and Scrutiny Committee, renamed the Overview and Scrutiny Board on 29 September 2023.

18. Public Issues

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

19. Responding to the Best Value Notice – Progress Update

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

The report gave an update on progress in responding to the 'Best Value Notice' that was issued to the Council by the Department for Levelling Up, Housing & Communities (DLUHC), in August 2023 following the completion of an external assurance review by DLUHC. DLUHC's findings tallied with the Chief Executive's internal governance review in June 2023. The Leader referred to the speed in which the Chief Executive and his team had prepared and implemented an action plan to respond to each recommendation from the two reviews. The Leader and the Chief Executive drew attention to the following aspects of the action plan circulated at appendix 1 of the report:

- Action 34 was the only action not yet started, this would commence following the internal review of BCP Council companies in early 2024 and was not due for completion until June 2024.
- Action 41: a cross party working group had now been established to provide member oversight in the review of the Transformation Programme.
- Major items included agreeing a Corporate Strategy and clear set of priorities ahead of budget setting and the Medium Term Financial Plan.
- Action 5: Assurance had been received from all group leaders that the party whip was not applied to overview and scrutiny.
- DLUHC had indicated that it was content with progress at the first quarterly review meeting.

Members commented on the following actions listed in the plan:

- Action 1: The Board agreed to ask the Constitution Review Working Group to consider including a provision in the Constitution for Overview and Scrutiny (O&S) Chairs to be elected from outside the Administration where political balance allowed.
- Actions 2/18/19: There was support for ongoing training beyond the initial induction to meet emerging needs and manage expectations. It was noted that a follow up session with members was being arranged before Christmas to identify ongoing needs and any gaps. Members asked if more duplicate evening sessions and the ability to join remotely could be considered as this would help those who worked during the day. It was noted that O&S Board work programme development sessions with the Centre for Governance and Scrutiny (CfGS) were taking place between November and February.
- Action 3: There was a difference of views on the changes made to the O&S structure and the priority given to pre Cabinet scrutiny. It was noted that while this Board was now more closely aligned to the



Cabinet cycle than other O&S Committees to facilitate pre Cabinet scrutiny, this did not prevent the Board from having a broader focus. The O&S Specialist explained that there were ways for O&S to be engaged with policy development at an earlier stage. These issues could be discussed further at the CfGS work programming sessions.

The Leader explained that items were sometimes added to the Cabinet Forward Plan at a late stage, e.g. as a result of changing priorities or funding bids. She asked if it was preferable to include items at an earlier stage to raise awareness with O&S but with a caveat that circumstances may change.

- Action 17: There were differing views about the value of having a weekly email from the Leader to all councillors - whether this should be regular but on a less frequent, more 'need to know' basis - and it was noted that this was a matter for the Leader to decide.
- Action 28: The Board agreed that the wording of this action should clarify that 'councillor correspondence with external parties' only applied when classed as official correspondence written on behalf of the Council (Section 5 of the Protocol for Councillor/Officer Relations).
- Action 30: The Leader explained that all Future Places staff were now in house and working through costings with identified priorities being Poole Leisure Centre, Holes Bay, BIC and Wessex Fields.
- Action 34: There was no longer a need for a rapporteur on this issue.
- Action 38: Participation in the Safety Valve Programme would require Council approval.
- Action 40: The benefits of the new Enterprise Resource Planning system were discussed and it was suggested that members receive a 15 minute demonstration before the start of the next meeting.
- Action 41: Members were encouraged by progress made in reviewing the Transformation Programme.

The Chair thanked the Leader and the Chief Executive for a clear and comprehensive update on progress. It was agreed to review this item again at the O&S Board meeting in April 2024 as part of the quarterly report on performance management.

## 20. Medium Term Financial Plan (MTFP) Update

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

The Portfolio Holder outlined the context for the development of the 2024/25 budget, as detailed in the report. Work continued to focus on closing the £44million funding gap for 2024/25 and on delivering £34 million in savings for 2023/24, £9million of which had been unidentified. He highlighted that the savings and efficiencies being considered would include some reduction in services, painful in some cases. He also referred to

additional pressures which included corporate costs, such as the pay award and unidentified transformation costs, and 12.6million funding pressure in the current year.

The Portfolio Holder responded to questions and observation on the report, including:

- A member questioned the realism of the 2019 Transformation business case and it was noted that while savings had been made, whether this was as much as originally presented was debatable.
- A member asked why the Council's pension fund contribution rate was in excess of 22% and why the projections were not falling. It was explained that funding levels had improved to 96% and that it was better to maintain at a consistent level and only reduce when clearly overfunded.
- A member summarised the current position, referred to the positive feedback at the Transformation Working Group and wondered whether more savings and less cuts could be factored into 2025/26. The Portfolio Holder did not agree with the suggestion that the unidentified savings had been identifiable and while good work was being done, it was too early to make assumptions and there was still up to £7million to be identified in the current financial year. A major issue was that third party savings had not delivered as anticipated.
- It was confirmed that the budget monitoring report would detail which services came under which directorate, so as to be clear and transparent for councillors and residents.
- Latest information was that the Local Government Settlement would be provided before Christmas.
- It was confirmed that the assumed £1.4million cost to establish the regeneration team was an ongoing revenue cost until such time as any future profit could be capitalised.
- With regard to the inflation figures in the projection the Portfolio Holder advised that these were provided by the treasury management team. It was noted that while some councils had been criticised for the figures they had used, BCP had a prudent approach.
- It was clarified the £3.2million itemised as salary costs charged to Transformation would come out of the budget in 2025/26.

There were no recommendations from the Board arising from this report.

## 21. Forward Plan

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

The Chair invited the Portfolio Holder for Culture to give an update on the Library Strategy, which would now come to the Board in January 2024. The Portfolio Holder explained that this item had been delayed in order to get

the consultation right in view of its importance. He would welcome feedback from members on library services. He assured the Board that the strategy was not about making decisions on the future of services, it was about reimagining the role of libraries in a community-based Council within the context of transformation.

Members commented on the services provided by their own local libraries and their value in the community. The Portfolio Holder confirmed that the strategy would address issues such as staff being on site to assist people in accessing services. There was a broader discussion to be had on the role of libraries in the community. Members were encouraged by the use of a needs-based assessment. Members also talked about the success of the library hub model. A member emphasised the need for harmonisation and it was confirmed that Bournemouth libraries would be migrating onto the Poole/Christchurch system. It was noted that there were less than ten years remaining on the PFI agreement for Bournemouth Central Library. It was also confirmed that revenue generation would be looked at, e.g. hiring out of rooms.

The Chair thanked the Portfolio Holder and the Director of Customer and Business Delivery for their attendance.

Board members discussed the timetabling of items on the Forward Plan and other suggested items and agreed the following:

- December meeting – Items as listed, with the meeting starting at 5.00pm. Members were advised to consider outside of this meeting how they wished to receive the Corporate Plan.
- January meeting – Cabinet reports on the Library Strategy and the Options Appraisal to Review Options Around 20mph schemes and agree the Council's position, plus Update on O&S Action Plan.
- No longer required – it was noted that items on Complaints and Company Reviews were both now being addressed elsewhere.
- Two Scrutiny Review Requests on the Cost of Bus Passes and Road Danger for Children to be formally considered at the forthcoming O&S Work Programming Workshops, along with other suggestions for the Forward Plan.
- Other items to add to the Forward Plan and discuss further at the workshops included an Update on Wessex Fields and other regeneration projects and an Assurance Review Update due in April 2024 alongside the Corporate Performance report.

The Overview and Scrutiny Specialist gave an update on the workshops taking place at 6.00pm – 8.00pm on 12 December, 18 January and 12 February, and explained that these would also provide a development opportunity for members in work programming skills.

A Board member asked if an item to look at how the Council engages with residents in comparison to other local authorities could be considered and was advised to complete a scrutiny request form. Members noted that this

formed part of the governance review and that the Engagement Strategy was due to be reviewed next year.



The meeting ended at 8.12pm

CHAIRMAN

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**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL**  
**OVERVIEW AND SCRUTINY BOARD**

Minutes of the Meeting held on 04 December 2023 at 5.00 pm

Present:-

Cllr S Bartlett – Chairman

Cllr S Aitkenhead – Vice-Chairman

Present: Cllr P Broadhead, Cllr C Goodall, Cllr S Moore,  
Cllr L Northover, Cllr K Salmon, Cllr M Tarling, Cllr T Trent,  
Cllr O Walters, Cllr C Adams (In place of Cllr B Dove) and  
Cllr P Hilliard (In place of Cllr L Dedman)

Present virtually: Cllr F Rice

Also in attendance: Cllr A Martin, Cllr C Rigby, Cllr M Phipps, Cllr K Wilson

Also in attendance virtually Cllr S Armstrong, Cllr S Carr-Brown and Cllr P Canavan

22. Apologies

Apologies for this meeting were received from Cllr L Dedman.

23. Substitute Members

Cllr P Hilliard substituted for Cllr L Dedman

24. Declarations of Interests

Cllr T Trent advised for the purpose of transparency, in relation to agenda item 5 – BCP Community Safety Partnership Annual Report 2023, that he was a member of the Police and Crime Panel.

Cllr S Moore and Cllr S Bartlett advised for the purpose of transparency, in relation to agenda item 6 – Consultation on the Draft BCP Local Plan and the draft BCP Charging Schedule that they had been involved in the Local Plan Working Group.

Cllr M Tarling advised for the purpose of transparency, in relation to agenda item 6 – Consultation on the Draft BCP Local Plan and the draft BCP Charging Schedule, that as a Town Councillor they had been involved in the Christchurch Planning Working Group.

25. Public Issues

There were none received on this occasion.

26. BCP Community Safety Partnership Annual Report 2023

The Portfolio Holder for Housing and Chair of the Community Safety Partnership presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book. The Board was informed that the paper provided Members with an update since the last report to Overview and Scrutiny Panel in December 2022. The Local Government Act 2000 includes crime and disorder scrutiny as one of the functions the council must ensure its scrutiny arrangements cover. Sections 19 and 20 of the Crime and Disorder Act 1998 and related regulations require the Council to have a committee with the functions of reviewing and scrutinising decisions and actions in respect of the discharge of crime and disorder functions by “responsible authorities”. The specifics of the duty are set out in the Police and Justice Act 2006, which also allows members to refer any “local crime and disorder matter” raised with them by anyone living or working in their area, to the Crime and Disorder Committee. The Board welcomed the report and raised a number of issues during the discussion of this item including:

- Reductions in CCTV monitoring. It was hoped to minimise reductions in CCTV monitoring but at present there would be a reduction in monitoring times in order to achieve budget savings.
- CSAS officers – CSAS Officers would be prioritised in the town centre area. The DfT funding would allow CSAS officers to also be positioned in key transport locations. In response to a question regarding the impact of potential cuts in CSAS officers from a police perspective, the Board was informed that the Police were aware that there was a risk that anti-social behaviour may rise in these areas. It was suggested that other bodies should be approached for additional CSAS funding before any reductions were made.
- Violence against women and girls – violent and sexual offences were shown within the same category it was asked if it was possible to separate these to provide better information. It was acknowledged that this could probably be done to make things more clear. There may be an App available to allow people to indicate when they feel unsafe. There was further work needed on this to ensure that the data from this would be available.
- Sharing of the outcomes from the various different groups. There was a risk that there could be duplication between different bodies and there was currently a mapping exercise underway to look at how and where issues were being covered. From this there would be a reporting mechanism which would then feed up through the CSP.
- Communications – This was being assessed and it was acknowledged that this could be improved as there was some excellent work going on which may not always be communicated well.
- It was acknowledged that reporting of crime was an issue, both because some felt that there was no point in reporting as action wouldn't be taken but also some felt it was too difficult to report. It was noted that data on this was now being compiled and analysed.
- The Serious Violence Needs Assessment was excellent and included a lot of detail, but it had required someone to manually go through all of these issues and there should be an improved way of doing this.



- Being part of a community – The Board was advised that the BCP residents survey taking place next year would ask about this issue. There may be particular groups of people who may not feel safe linked to community belonging. The Communities Manager undertook to provide a link to this information which was online.
- Links to crime and deprivation. It was noted that inequality in itself was a risk factor for crime and whether it would be possible to start recording this. The Serious Violence Strategy included the clear links around this issue, once this was signed off there would be great level of information which would be shared and feedback would be welcomed.
- The importance of early intervention was highlighted and Officers undertook to raise this with the youth service.

**RECOMMENDED/RESOLVED that**

- i) Members note the progress of the Community Safety Partnership over the past year, to November 2023**
- ii) Members note the BCP Community Safety Partnership's priorities under the Serious Violence Duty.**

Voting: Nem Con

**The meeting adjourned at 5:54 pm and resumed at 6.00pm**

27. Consultation on the Draft BCP Local Plan and the Draft BCP CIL Charging Schedule

The Cabinet Support Member for Strategic Plan and Local Plan Delivery presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these minutes in the Minute Book. The Board was advised that the Draft BCP Local Plan set out a vision, objectives and spatial strategy to protect and enhance the environment whilst addressing the needs for new homes, jobs and infrastructure until 2039. A range of policies and site allocations were included which would inform planning decisions once the BCP Local Plan is adopted. The Draft Community Infrastructure Levy (CIL) Charging Schedule set out the charge per square metre new development must pay to fund supporting infrastructure. A six-week consultation was required on both documents before all feedback and evidence would be submitted to the Secretary of State for examination. The Board had invited local developer representative to provide their perspective on the local plan and act as subject expert witnesses on some of the issues raised.

The Board discussed the Draft Local Plan extensively and raised a number of issues during discussions including:

- Requirements for Zero Carbon Homes - Other local authorities had introduced this, the Committee wanted to know why it wasn't possible in BCP. Consultants' advice was that the effect of this would be around 1-2 percent of a value of a home and this would meet challenge from public examination and from the inspector. It was noted most developers were interested in providing carbon neutral homes but the

infrastructure was not in place yet to fully meet this. Furthermore, it was noted that this may come in with changes to building regulations. It was suggested that there should be an amendment to require new homes to be zero carbon ready for 2025. Build costs in the area were high and most sites for development were brownfield. Building on greenfield sites made zero carbon much more feasible. Councillors felt that the plan was not ambitious enough in terms of declared climate emergency and would like to see a specific target introduced.

**A move was made but not passed that Policy C2 of the Local Plan be amended to indicate that all new residential development be zero carbon. Definition of zero carbon to be added as an appended note.**

Voting: 5 in favour: 6 against (1 abstention)

- Officers were asked to consider the possibility of a specific target regarding this if possible.
- Hyperlinks – These were needed throughout the document, there were none in part 2.
- Maps – Flooding zones were not clearly indicated on the maps and also a key was referred to but not included.
- Offshore wind – In response to a question it was confirmed that this couldn't be included within the local plan.
- Green Infrastructure – Whether the Plan could include improving facilities for swimming and designating rivers as bathing spaces which would help with addressing sewage issues. It was noted that this wouldn't normally be included within the local plan.
- Traveller sites – The Plan included provision for 1 site with 21 pitches. A needs assessment indicated that 14 pitches would be needed up to 2031. A transit site could be considered outside of the local plan but only one site was required in the plan. It was suggested that there were a number of sites more suitable than the Branksome Triangle site and that a site on the edge of the conurbation would be preferable for the traveller community.

**A move was made but not passed that Branksome Triangle be removed as the proposed allocated site and that Cabinet consider alternative sites.**

Voting: 2 in favour: 9 against (1 abstention)

There was no objection to other sites being considered but members did not feel that the site should be removed unless a more preferable site was found. It was noted that a review of all sites had been undertaken and this was the best option.

- Biodiversity net gain policy – It was noted that the wording was slightly different to the governments and seemed to allow for the option of offsite provision. It was:

**RECOMMENDED: That Policy NE3 1b of the Local Plan should be amended to indicate that offsite biodiversity measures should only be**

**used as a last resort as the current wording is not in the spirit of government legislation.**

Voting: Nem. Con.

- Talbot Village Employment Area – This had been reduced and was previously in Poole Local Plan. There would be an impact on congestion and an impact on talbot heath, it was suggested in the preceding plan that anything impacting on the heath should not go ahead. It was suggested that under P29 Talbot village employment area should be removed from the plan and growth of other employment areas should be considered in its place. The Board was advised that a number of sites were needed and the land to the south would remain as agricultural. Natural England did not object to the allocation. Other employment sites were on greenbelt.
- Poole Stadium – In response to a question it was noted that this was included within the Poole Town Policy – Town Centre North and referred to it being allocated as community facilities. The Board discussed strengthening of this, and it was:

**RECOMMENDED that the wording within the local plan be strengthened to indicate that the Poole Stadium Site be retained for community, leisure use including its existing function as a stadium.**

Voting: 6 in favour, 2 against (4 abstentions)

The meeting adjourned at 7.59 pm and resumed at 8.06pm

- Prescription was not the way forward - The Board was advised that there were height proposals, in areas of town which were lower than those outlined in the current Poole Local Plan. It was noted that there could be exceptions made for the right developments.
- Bournemouth Conservation areas – There were a considerable number of these which would remain, and it was suggested that these needed to be lightened up considering the need for more family housing.
- Climate Change – Concerns were raised that there was no one leading on this issue and the issue was not reflected as it needed to be within the Local Plan.
- Wessex Fields junction – The Board considered the policy to retain the proposal to allow for the possibility for future construction of the flyover if required. A study was being undertaken to look at alternative access to the Wessex Field site. It was suggested that a significant shift would be needed in sustainable travel to make the removal of this viable.

**A move was made but not passed to recommend that Cabinet remove '2g' from Policy E5 – Wessex Fields of the Local Plan.**

Voting: 4 in favour, 7 against (1 abstention)

- Sovereign Centre Housing – It was noted that the Sovereign Centre development had been removed from the Bournemouth Towns Fund

consultation. The Sovereign Centre was an important site for regeneration and would include both commercial and residential development. It was suggested that '4b' which referred be removed from Policy P4 of the Local Plan. It was felt that with the demolishing and rebuilding process many things would not return.

- Process for approval – Clarification on what constituted minor changes was sought, these would not be anything substantial. It was further suggested that the wording of recommendation 'd' was not clear. It was explained that the intended purpose of recommendation 'd' was following government guidelines which would be to automatically submit the draft plan following consultation along with consultation comments. **The Board requested that the wording of recommendation 'd' be reconsidered to ensure that the intention of it was clear. It was acknowledged that a failsafe was needed to ensure that the plan would not fail if submitted for the examination process.**
- Town Centre Developments Parking – It was suggested that not requiring parking for Town Centre developments would lead to problems with on street parking. It was noted that these issues would need to be addressed through the Parking Supplementary Planning Document and the strategic public car parking policy. However they were referenced within the transport section of the local plan. Members emphasised that this was an important issue. Following further discussion it was:

**RECOMMENDED that Cabinet consider whether wording could be added under the Transport Strategy, section on parking of the Local Plan, to the effect that although developers were not required to provide parking on town centre developments, they should be able to show that there is no adverse impact from residents bringing cars to these sites if no parking is provided.**

Voting: 8 in favour, 3 against (1 abstention)

- Affordable Housing – Concerns were raised regarding the Nil Contribution required for Bournemouth and Poole Town Centres and noted that the majority of developments would have no contribution. The Board was advised that the Plan was aiming to strike a balance between CIL and Affordable Housing. Only developments of over 10 properties would be liable for affordable housing. Affordable Housing could be negotiated away by developers but the position for CIL was stronger. It was suggested that the Plan would not provide for many affordable homes, it was consequently:

**RECOMMENDED that Cabinet reconsiders the affordable housing policy to develop a new proposal which is completely consistent and will deliver affordable housing from Town Centre Developments.**

Voting: 6 in favour, 4 against (2 abstentions)

- Evidence base – It was not clear from the information the Board had available what the evidence base was for many of the decisions. The Board asked when further information would be made available. It was noted that the evidence base would be published in full alongside the consultation. It was also noted that some of the evidence appeared to be out of date.
- The Workplace Strategy and Built Environment Strategy were not published, and the retail strategy appeared to be out of date.
- Sustainable Travel – There was a strong theme throughout the plan, which appeared to be completely anti-car. It was reflective of the green agenda but was not balanced and seemed extreme in this regard.

In addition, throughout the meeting Councillors raised a number of issues regarding the local plan and requested responses on these including:

- Viability assessments pushing up the price of development land.
- Operational area of Bournemouth Airport
- Bus infrastructure reference
- Weight to be given to the SPD regarding parking provision Page 338 Provision of parking at the Two Riversmeet/gas works site.
- It would be useful if the document explained what the meters squared measurement was.
- Improving accessibility for wheelchair users should be clearer including making infrastructure accessible.
- Whether potential for a Tram system could be included
- Growth of office space in town centres should be included in objectives.
- The impact of tall buildings on nearby properties.
- Policy E12 welcome stronger wording on community facilities.

Following discussion, the Chair thanked all for their attendance and outlined the recommendations to Cabinet from the report.

**The Overview and Scrutiny Board supported the following recommendations as set out in the Cabinet report subject to the suggested recommendations outlined above:**

**RECOMMENDED/RESOLVED that**

- a) the Draft BCP Local Plan and Draft CIL Charging Schedule are approved for public consultation for a period of six weeks from January 2024;**
- b) any minor changes following Council on 9 January to the Draft BCP Local Plan and Draft CIL Charging Schedule are delegated to the Director of Planning and Destination in consultation with the Portfolio Holder for Dynamic Places for inclusion in the consultation versions;**
- c) any changes to the corporate strategy resulting from the outcome of Cabinet on 13 December are delegated to the Director of Planning and Destination in consultation with the Portfolio Holder for Dynamic Places for consideration and incorporation into the Draft BCP Local Plan;**

**e) the Local Development Scheme is approved to reflect the amended timetable.**

**Voting: Nem. Con.**

28. Forward Plan

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

The Overview and Scrutiny (O&S) Board considered its current Forward Plan. The Chairman reminded the Board that there was a work programming workshop the following week. A concern was raised that the item on Wessex Fields should be moved forward. The Chair advised that this could be discussed along with other issues during work programming.

The meeting ended at 9.59 pm

CHAIRMAN



|                            |   |
|----------------------------|---|
| Report subject             | <b>Q2 2023/24 Corporate Performance Report</b>  |
| Meeting date               | 10 January 2024   |
| Status                     | Public Report   |
| Executive summary          | <p>BCP Council's priorities and values which underpin the development and delivery of services are set out in the Corporate Strategy.</p> <p>A new Corporate Strategy was approved by Cabinet in December 2023 and is expected to have been adopted by council before this paper is considered. New delivery plans and key performance measures will be considered by Cabinet in April 2024.</p> <p>Until then, performance is assessed on the actions and measures detailed in the Corporate Strategy adopted by Full Council in November 2019 and delivery plans that were revised in February 2022.</p> <p>The appended performance report shows progress with measures set out in the delivery plans and any additional measures agreed by Cabinet as part of the performance reporting process, for quarter two of 2023/24 (July to September 2023).</p> <p>Individual exception reports provide explanations and planned actions to address under performance. The appended report also provides a further update on the delivery plan actions.</p> <p>A new section on public health measures has been added so performance can be considered alongside BCP Council delivery areas.</p> <p>In addition, appendix 2 shows a progress update as of December 2023, on the Council's response to being issued with a 'Best Value Notice' by the Department for Levelling Up, Housing &amp; Communities (DLUHC) in August 2023.</p> |
| Recommendations            | <p><b>It is RECOMMENDED that Cabinet:</b></p> <p><b>(a) Consider the Quarter Two performance report</b></p> <p><b>(b) Consider the delivery plan action updates</b></p> <p><b>(c) Consider the performance exception reports relating to areas of under performance</b></p> <p><b>(d) Note the December 2023 progress update on the Council's response to being issued with a 'Best Value Notice'</b></p>   |
| Reason for recommendations | <p>The Corporate Strategy sets out the objectives and outcomes that the Council's performance will be judged against and as such is a vital component of the Council's performance management framework. An understanding of performance against targets, goals and objectives helps us assess and manage service delivery and identify emerging business risks.</p>  |
| Portfolio Holder(s):       | Leader of the Council   |
| Corporate Director         | Chief Executive   |

|                |  |
|----------------|--|
| Report Authors | Vicky Edmonds – Policy and Performance Officer   |
| Contributors   | Sophie Bradfield – Principal Policy Officer<br>Service Directors responsible for Corporate Strategy Delivery Plan Actions and performance measures |
| Wards          | Council-wide   |
| Classification | For Information  |

## Background

1. Council adopted the Corporate Strategy and corporate priorities in November 2019.
2. Cabinet approved the revised delivery plans which are the subject of this report in February 2022.
3. The Corporate Strategy and supporting delivery plans are the beginning of a golden thread that links service team and personal performance to the priorities of the Council agreed in November 2019. These make up the council's approach to performance management.
4. Cabinet agreed a new Corporate Strategy, setting out a new vision, single set of key priorities and ambitions for the Bournemouth, Christchurch and Poole (BCP) area in December 2023. It is anticipated that this will have been adopted by council before this paper is considered. The new Corporate Strategy will help build stable foundations to guide the council through current challenges and shape the way it can improve the lives of those who live, work, study and visit the BCP area.
5. A new set of delivery plans and key performance measures will be considered by Cabinet in April 2024. This will include measures that monitor the impact of our actions as well as the output to ensure that the Council is working towards its headline ambitions.
6. Until the new Corporate Strategy is in place in April 2024, corporate performance will continue to be reported against the performance measures set out in delivery plans that sit under the existing priorities, and any other performance measures Cabinet Members add to the measure set.
7. An additional set of measures have been added to the Q2 performance report at the request of the Chief Executive to reflect our responsibility for Public Health. They cover the BCP area only except for the Sexual Health indicators which are Pan-Dorset. Of the 15 measures added, 12 are on target and 3 require monitoring.
8. There are five priorities previously agreed in the Corporate Strategy:
  - Sustainable Environment
  - Dynamic Places
  - Connected Communities
  - Brighter Futures
  - Fulfilled Lives
9. The appended performance report sets out progress made against the performance measures in the delivery plans agreed by Cabinet in February 2022, for the second quarter of 2023/24.
10. Of the 60 performance measures used to monitor Q2 progress across the priorities, 3 have exception reports. These provide some context and explanation for red RAG rated performance and the steps being taken to improve it.
11. Of the remaining 57 measures, 39 are on target and 18 need monitoring.



12. The individual exception reports provide detail of financial, legal, human resource, sustainability, public health, and equality implications of performance in need of improvement, where it is relevant.
13. The appended report also includes a further update against the actions in the delivery plans. There are 67 on target or completed and 43 in need of monitoring. There are a further 5 actions that have been RAG rated as red. The steps being taken to address progress and performance are included in the appended report against each individual action.

### **Responding to the 'Best Value Notice'**

14. The Council was issued with a non-statutory '[Best Value Notice](#)' on 3 August 2023 by the Department for Levelling Up, Housing & Communities (DLUHC) in response to concerns highlighted in an [external assurance review](#). This was an independent review into the Council's governance arrangements, commissioned by DLUHC and completed in June 2023.
15. This followed an [internal assurance review](#) carried out by the Chief Executive. DLUHC recognised its findings corresponded to the Council's own understanding of the challenges faced, and steps already taken to act on its recommendations.
16. Following the 'Best Value Notice' the Chief Executive worked with the Council's Corporate Management Board to prepare an action plan of specific responses to the issues raised in each of the assurance reviews, plus some items which were embedded in the DLUHC-commissioned report, which had not been drawn out as separate recommendations.
17. The action plan is updated on a monthly basis, with progress monitored through Corporate Management Board and a written update is provided to DLUHC each month. In addition there are quarterly review meetings with DLUHC to discuss progress in more detail. Progress reports are also provided to Cabinet for note, alongside quarterly corporate performance reports.
18. Appendix 2 shows the action plan and a progress summary as of December 2023, demonstrating good progress against each of the recommendations.
19. More information about the 'Best Value Notice' and the Council's response can be found in the [Overview and Scrutiny report from 13 November 2023](#) and [Cabinet report from 6 September 2023](#).

### **Summary of financial implications**

20. The financial implications for those actions which require attention are set out in the individual exception reports. The exception report for New Homes: Number of completed homes on council-owned land states that Wilkinson Drive costs are currently within budget parameters, but the final account has yet to be agreed. The Cabbage patch costs are anticipated as being outside the budget. An officer ODR will be brought to Cabinet for review when the final cost is known.
21. The Council has been allocated £6m Rough Sleepers Initiative grant over 3 years to provide support and accommodation to prevent rough sleeping and to provide a range of services for people who rough sleep. In addition, the Council was allocated £9.9 million of funding from the Single Homelessness Accommodation Programme which will help support more people into housing. This will help address the Number of people rough sleeping at the latest street count.
22. The increase in B&B and hotel use has been managed through the direct government grant that supports the provision of emergency accommodation and support. There is a forecasted financial pressure in the medium-term financial plan assuming demand continues to increase at the same rate as in the past 12 months.

### **Summary of legal implications**

23. The legal implications for those actions which require attention are set out in the individual exception reports. With regard to New Homes: Number of completed homes on council-owned land, currently a revised lease resides with the statutory body responsible for the substation at Cabbage patch and until this is executed by them the delay will continue.

24. There is no statutory duty for the Council to provide accommodation to most people who find themselves rough sleeping. However, a local policy to provide interim accommodation (through a Power) is in place for those verified rough sleeping or at risk sleeping with a connection to the area. Whilst some government grant provides resources to cover some accommodation costs, this remains insufficient to meet demand.

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

25. The human resources implications for those actions which require attention are set out in the individual exception reports. A number of support worker vacancies in the Rough Sleeper Team are currently in recruitment to address the performance of the Number of people rough sleeping at the latest street count measure. Additional government grant has enabled some vacant roles to be covered by agency staff for a temporary period.

### **Summary of sustainability impact**

26. The sustainability impacts for those actions which require attention are set out in the individual exception reports.

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

27. The public health implications for those actions which require attention are set out in the individual exception reports. People who are rough sleeping have disproportionate levels of health needs, often chronic. These are exacerbated the longer that people remain out and include physical health needs as well as mental health issues. In addition, there are often related substance dependencies with the further health implications these bring.
28. People experiencing homelessness face significant health inequalities and poorer health outcomes than the rest of the population. The homeless population face barriers to accessing health and social care services including stigma and discrimination, a lack of trusted contacts, and often more rigid eligibility criteria for accessing services. This can include families staying in insecure housing settings and temporary accommodation.

### **Summary of equality implications**

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

## **Background papers**

### **[Corporate Strategy and Delivery Plans](#)**

## **Appendices**

Q2 Corporate Performance Report 2023/24  
Best Value action plan and a progress summary

# Appendix A



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## Q2 Corporate Performance Report 2023/24 including Corporate Strategy Actions Update

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# Overall Summary of Performance

## Delivery Plan update

- 67 of the 121 actions have either been completed or are on target. This equates to over 55% of the delivery plan actions.
- 43 require monitoring.
- 5 need action taken to improve performance.
- 5 have been stopped and 1 not started.







## Performance measure update

- 39 of the 60 quarterly measures reported this quarter are on target. This equates to 65%.
- 18 require monitoring.
- 3 have not met their target and require action to put them back on track.

<sup>29</sup> Those actions which were completed before Q2 are now listed at the beginning of each Priority section. Actions completed in during Q2 are included in the update table.

**Progress towards sustainable development and purpose up goals is only reported in the annual report.**

## Key

|  |           |   |                 |   |         |
|--|-----------|---|-----------------|---|---------|
|  | Completed |  | Action Required |  | Monitor |
|  | On Target |  | Not started     |  | Stopped |

# Sustainable Environment

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

## Summary of Performance

28% of the actions within Sustainable Environment have either been completed or are on target. Those completed actions are listed below. None of the actions require steps to be taken to improve performance. 48% require monitoring. Maximise access to our high quality parks and open spaces is the only objective that does not have action within it that require monitoring. One action - develop a BCP Council waste strategy in line with the national waste strategy government timelines – has not been started yet because Government was behind schedule in publishing its timetable for the delivery of Simpler Recycling. Details of action taken to remedy performance are set out in the following tables.



## Completed actions

- create a new Seafront Strategy and delivery programme by December 2022
- develop a BCP Walking and Cycling Strategy 2022 - 2035 and set out a plan to expand cycle network and storage facilities at major destinations, by the end of 2022
- complete the development of the Durley Chine Innovation Hub during 2022
- develop a green infrastructure strategy to manage parks, recreation grounds, beaches and open spaces by June 2022
- develop key lessons from the enhanced summer response in 2021 and integrate into mainstream services for 2022 and beyond

## Actions that have been reported as stopped in previous updates reported to Cabinet

- deliver the Cleaner actions within the Cleaner, Greener Safer programme to improve local environmental quality across the conurbation, by April 2023
- deliver the Greener actions within the Cleaner, Greener Safer programme to support climate and ecological action, by April 2023
- procure all council electricity from zero carbon renewable sources by 2022

The actions in the Sustainable Environment Delivery Plan contribute to the following Sustainable Development Goals and Purpose Goals.



## Sustainable Environment - Ensure sustainability underpins all of our policies

| We said we would   |  | What we did  | SRO & Date Updated              |
|--|--|--|---------------------------------|
| embed sustainability in BCP Council's new ways of working and corporate asset management planning work to achieve our stretching net zero carbon targets |  | The Draft BCP Climate Strategy and the two-year action plan were presented to Cabinet in March 2023. Work is underway to finalise the documents. These are currently being discussed with the new portfolio holder and the forthcoming Corporate Strategy is being designed with sustainability at its heart to ensure it is embedded in all activities.   | Isla Reynolds<br>November 2023  |
| bring together our Council Housing assets and agree a Council Housing sustainability strategy and delivery programme by April 2023                       |  | Council homes within the Bournemouth and Poole neighbourhoods are now managed by BCP Homes, with technical support provided by Facilities Management under single management control. Work is progressing on the harmonisation of policies and procedures and the procurement of a single housing management system. Sustainability remains a challenge across the estate given its age and the construction methods used, but a plan for identifying options and costs will be developed in 2024. | Matti Raudsepp<br>November 2023 |

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## Sustainable Environment - Protect and enhance our outstanding environment

| We said we would   |  | What we did  | SRO & Date Updated                 |
|--|--|--|------------------------------------|
| progress the shoreline management plan for Poole Bay and establish a shoreline management plan for Christchurch Bay by end of 2022 |  | Poole Bay Beach Management scheme is being delivered in line with approved SMP. Christchurch Bay and Harbour Strategy consultation is now closed and we are considering responses. It has also been presented to the EA's Large Project Review Group (LPRG) who complimented us on our approach. To go to LPRG sign off after Cabinet decision in 2024 | Julian McLaughlin<br>November 2023 |
| implement the Poole Bay Beach Management Strategy and delivery scheme between 2020-2030  |  | Timber Groyne replacement programme continuing on site. 2023_24 phase due for completion by March but aiming for early completion by or just after Christmas. Hengistbury Head Long Groyne due to start on site in April 2024 with contractors already appointed on a design and build contract. Design planning application is submitted.             | Julian McLaughlin<br>November 2023 |

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

| We said we would  | What we did  | SRO & Date Updated                 |
|---|--|------------------------------------|
| deliver the Transforming Cities Fund sustainable travel initiatives | DfT review has resulted in a reduced TCF programme and the need for outstanding 2024/25 schemes to be approved on an individual basis prior to being funded. This is because no further DfT funds have been made available to cover the inflationary cost increases. | Julian McLaughlin<br>November 2023 |

## Sustainable Environment - Tackle the climate and ecological emergency

| We said we would  | What we did  | SRO & Date Updated             |
|---|--|--------------------------------|
| deliver on the targets in our climate and emergency action plan   | To update on the progress towards our climate targets and actions in the 2019 climate action plan an annual progress report for 2021 – 22 was presented to Council in March 2023. A Local Climate Partnership with 14 key local organisations who pledged to work together to tackle climate change has been launched. A climate vulnerability report to tell us about the local risks we face from climate change has been produced. A Local Area Energy Plan is in development that will inform decisions about future energy use and generation. The annual progress report for 2022 – 23 is in preparation and will include an update on the 2019 climate action plan. | Isla Reynolds<br>November 2023 |
| define the ecological emergency, and develop an action plan to reverse ecological decline, by April 2023                          | These actions will be undertaken following the adoption of the Climate Strategy. Partnership working has begun on a Local Nature Recovery Strategy for the BCP/Dorset area. The Urban Forest Strategy through a member working group, which was launched for public engagement 6 November 2023 to run until 17 December 2023   | Isla Reynolds<br>November 2023 |
| install energy saving and renewable energy measures in retained council buildings whenever they are being refurbished or improved | Completed within refurbishment of Civic Centre, Poole Library and Hub, Poole Museum, Bournemouth and Poole crematoria and other smaller sites. Schemes being prepared for Kinson Hub, Russell Cotes Museum and Kinson Community Centre. Further opportunities being identified as decisions are made on retained buildings, making use of Council's Green Futures Fund and Salix Recycling Fund. Business cases are being prepared for installing solar PV on suitable leisure centres and Tricuro buildings.  | Isla Reynolds<br>November 2023 |



|   |  |  |                                |
|---|--|--|--------------------------------|
| investigate the use of developer contributions to fund climate change measures during 2022  |  | This area of work is being taken forward with the development of the Local Plan.   | Isla Reynolds<br>November 2023 |
| unify household waste, recycling and food waste collections across the area to increase recycling and reduce residual waste in line with government timelines |  | Government has now published its timetable for the delivery of Simpler Recycling reforms. Food waste must be offered by Councils to all households and flats March 2026. Councils are still awaiting details of New burdens funding allocation to cover costs. Further consultations underway on residual collection frequency. Service reform modelling progressing with WRAP to consider BCP's delivery options for food waste and residual collections. | Kate Langdown<br>November 2023 |



## Sustainable Environment - Promote sustainable resource management

| We said we would  | What we did  | SRO & Date Updated             |
|---|--|--------------------------------|
| develop a BCP Council waste strategy in line with the national waste strategy government timelines                        | Government has now published its timetable for the delivery of Simpler Recycling (previously Consistent Collections) reforms initiating for households from March 2026. Extended Producer Responsibility (ERP) and Deposit Return Scheme (DRS) implementation are delayed until October 2025. Further consultation, legislative changes and statutory guidance are anticipated but the Government's waste agenda is becoming clearer. Service reform modelling is progressing with WRAP to consider BCP's delivery options for food waste and residual collections, which will assist the development of a Waste Strategy for BCP.   | Kate Langdown<br>November 2023 |
| review street cleansing services to noticeably improve the quality and cleanliness of the street scene, by December 2022. | The Council successfully internalised our cleansing contract 1st April 2023. Work is ongoing to review the full baseline service cost to explore service improvement opportunities. Approved Transformation programme activities are underway to improve customer journeys in accessing and reporting service requests. In cab technology providing road cleansing schedules and real time reporting to back-office functions on cleansing undertaken is due to be implemented from May 2024. Live customer facing data on activity will follow in Phase 2 of the programme. A Litter policy is being developed and will include a harmonised replacement strategy for public litter & dog waste bin provision | Kate Langdown<br>November 2023 |

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

| We said we would   | What we did   | SRO & Date Updated              |
|--|---|---------------------------------|
| develop a single policy and practice for the management of high-quality publicly accessible toilets across the BCP area by October 2022. | The management of public toilets has now been consolidated into an in-house delivery model for seafront toilets, and a single contracted model for the remainder of the inland toilet estate. This addresses the more fragmented approach that existed before. Facilities Management are now working to establish appropriate quality and consistency in partnership with the contractor. | Matti Raudsepp<br>November 2023 |

## Performance Measures for Sustainable Environment



There are no measures for which Action is required.

| Measure  | Outturn for this quarter | Target     | Trend |
|--|--------------------------|------------|-------|
| Beaches: Number of Blue Flags awarded  | 12.00                    | 12.00      |       |
| Environment: Standard of cleanliness achieved in line with Environmental Protection Act 1990 | 0.96                     | 1.00       |       |
| Sustainability: Number of households receiving energy efficiency advice and guidance         | 286.00                   | 100.00     |       |
| Transport: Number of journeys per annum using BCP bike and e-scooter share scheme            | 299,428.00               | 260,000.00 |       |
| Waste: Percentage of total household waste recycled, re-used or composted                    | 49.59                    | 50.00      |       |
| Waste: Residual household waste per household (kg)   | 230.60                   | 256.00     |       |

### Monitor

**Environment: Standard of cleanliness achieved in line with Environmental Protection Act 1990** – Quarter 2 data shows an improvement on previous performance however this remains an ongoing focus for the service. Cleansing demand continues to be high as a result of public behaviour and persistent low level anti-social behaviour and seasonal pressures e.g. leaf fall, severe weather incidences. The service continues to be subject to ongoing marketplace recruitment difficulties directly impacting performance standards as a consequence of loss of continuity in staff knowledge and area ownership. The service is currently part of the Council's Transformation Programme which will lead to improved reporting capabilities for customers and in cab technology investment to support data collection and future service scheduling.

**Waste: Percentage of total household waste recycled, re-used or composted** - The outturn for individual quarters is affected by the season and the weather, therefore some quarters will be higher than others. BCP remains a high achieving Council (in top third overall). England has a 50% recycling target rather than individual Councils. BCP Council is still well above the national average performance.

Government has now published its timetable for the delivery of Simpler Recycling (previously Consistent Collections) reforms initiating for households from March 2026. BCP's Waste Strategy and service change planning will escalate (including relaunching resident engagement aligned to the Government's agenda) which should increase the amount of waste sent for recycling & composting and therefore increase the overall figure.

### On Target

**Transport: Number of journeys per annum using BCP bike and e-scooter share scheme** – whilst the measure has met the target set this quarter, performance was less than expected due to the poor weather experienced this summer.

# Dynamic Places

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

## Summary of Performance

60% of the actions within Brighter Futures have either been completed or are on target. Those completed actions are listed below. None of the actions require steps to be taken to improve performance 40% require monitoring. These actions sit below the objectives "Develop Sustainable Infrastructure", "Invest in the homes our communities need" and "Revitalise and reinvent our high street and local centres". Full details of action taken to remedy performance are set out in the following tables.



## Completed actions:

- extend the multi-agency seasonal response to an annual provision by April 2022, to ensure our residents and our visitors can enjoy our place
- agree the additional specialist supply of housing required and a delivery plan by April 2023
- build on the success of Festival Coast Live and deliver a vibrant events and festivals programme, engaging across the cultural sector and sustaining our core tourism offer
- create a Skills Strategy by December 2022 which tackles inequality and supports local businesses in partnership with educational establishments and the market

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The actions in the Dynamic Places Delivery Plan contribute to the following Sustainable Development Goals and Purpose Goals.





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

| We said we would  | What we did  | SRO & Date Updated            |
|---|--|-------------------------------|
| develop and deliver an action plan to improve the attractiveness and vitality of each of our 19 town centres and high streets during 2022     | Ashley Road, Moordown and Winton have now been granted their UKSPF allocation and work is under way to deliver the projects. Pokesdown and Ashley Cross have recently been applied for and been offered a grant to undertake their projects. Boscombe East's application is expected in January 2024. The remainder of the districts will come forward in the financial year 24/25.  | Paul Feehily<br>November 2023 |
| progress the key Poole investment projects in the Heart of Poole, the Town Centre, the area between the bridges, Poole Quay and Carter's Quay | A mixed-use regeneration scheme for Chapel Lane Car Park was approved by Cabinet on 8 February 2023. Other projects have been progressed to OBC with Cabinet approval secured. BCP Council is in discussions to establish options on how to continue the development at Carter's Quay given the construction company has recently gone into administration.<br><br>Following Cabinet's decision on 27 September, Future Places is being wound up and the majority of its staff have been TUPE'd into BCP. A new Investment and Development Directorate was created on 1st November in which former regeneration staff of Future Places have been joined by BCP staff involved in housing delivery, project monitoring and commissioning. A work programme reflecting the Administration's regeneration project priorities is being developed within the new Directorate alongside Business as Usual projects and priorities. | Paul Feehily<br>November 2023 |
| determine the future of the Winter Gardens scheme and, during 2022, set out a strategy for delivery   | With the arrival of former Future Places staff into the new Development & Investment Directorate priority regeneration projects are being reviewed and resources allocated. Previous feasibility work around the future of the Bournemouth International Centre and the Winter Gardens sites as part of regeneration of the wider area are being reviewed. Options will be developed and assessed in order to identify and progress an agreed direction of travel.   | Paul Feehily<br>November 2023 |
| determine the desired outcome from the redevelopment of the Bournemouth International Centre during 2022 and set a strategy to deliver it     | With the arrival of former Future Places staff into the new Development & Investment Directorate priority projects are being reviewed and resources allocated. Previous feasibility work around the future of the Bournemouth International Centre and the Winter Gardens sites as part of regeneration of the wider area are being reviewed and options will be developed and assessed in order to identify and progress an agreed direction of travel.   | Paul Feehily<br>November 2023 |

## Dynamic Places - Invest in the homes our communities need

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| progress development sites to deliver additional extra care housing in line with the approved Extra Care Strategy by April 2023   | Oakdale Adult Education Centre site has been used as a pilot/blueprint in advance of 7 other BCP Council sites. Consequently, this has extended the program to December 2023. The Extra Care Housing Strategy runs 2023 – 2030 and governance of this strategy is through Extra Care Housing programme board and is on track for delivery, including appointing an architect. Initial plans have been received and will lead towards planning pre-app and then public consultation.   | Paul Feehily<br>November 2023 |
| finalise masterplan and determine phased delivery approach for Holes Bay former power station to provide 830 new homes by end of 2023, including identification of potential meanwhile uses | Work to refine the Reference Masterplan for Holes Bay Power Station site, a priority regeneration project for the Administration, continues.<br>With the arrival of former Future Places staff into the new Development & Investment Directorate, previous master planning and public engagement work, including for meanwhile uses, alongside work on feasibility is being brought into the work programme of the new Directorate. Contamination related health and safety issues on site are actively being addressed.  | Paul Feehily<br>November 2023 |
| bring forward the pipeline of council owned new build sites to deliver much needed additional housing with c£233M council investment over 5 years   | The Council Newbuild Homes and Acquisition Strategy includes 44 BCP Council sites representing 1,120 potential new homes within the development pipeline, equating to an investment of circa £221m. In 2022/23 48 new homes have been completed and 70 units are currently on site, planning is secured for 275 and 725 are in feasibility stages. Current market conditions are proving a challenge for viability of sites however, strategies are being explored to ensure the pipeline of planned development is able to continue to deliver. 11 newbuild affordable homes at Wilkinson Drive have completed Q2. | Paul Feehily<br>November 2023 |
| deliver the acquisition of an additional 250 existing properties for rent by the council including £45M of council investment over 5 years  | There were no completions within these programmes in Q2. We have had 45 offers accepted for Single Homelessness Accommodation Programme (SHAP) of which 24 homes are targeting young people; and 24 offers accepted for Local Housing Acquisition Fund (LAHF1) programmes supporting ongoing acquisition. We are also actively pursuing additional homes for the Temporary Accommodation programme (Emergency B+B replacement).   | Paul Feehily<br>November 2023 |

## **Dynamic Places - Create a sustainable, vibrant and inclusive economy**

| We said we would   | What we did  | SRO & Date Updated       |
|--|--|--------------------------|
| work to develop and improve the council's Planning Service so that it better supports business growth and regeneration during 2022 | In May 2023 a new strategic coordinating group and tactical coordinating group structure was set up to drive through weekly monitoring improvements to the planning backlog. The total number of applications over their due date was 564 in May 2023 (134 of these over 26 weeks). As at 6 November this had reduced to 386 29 August 2023, 414 were over their due date (91 of these over 26 weeks). There are now no planning applications from before 2020. The integration of the Planning, Economic Development, Destination services, together with the Smart Place Programme in April 2023 has improved the collaborative working and strengthened our approach to supporting our businesses. Our administration of the UK Shared Prosperity Fund has increased the direct financial and wrap around support for BCP businesses. | Sam Fox<br>November 2023 |

## **Dynamic Places - Increase productivity through skills development**

| We said we would   | What we did   | SRO & Date Updated             |
|--|---|--------------------------------|
| deliver the actions in the skills strategy, specifically prioritising those that support the economic recovery from COVID-19 once published                              | Work commenced with the Dorset Local Economic Partnership around the Skills Action Plan. A new Economic Development post (Skills) has been appointed in summer 2023 to help move this forward. The new post holder has been meeting all the relevant skills providers across BCP with the intention of confirming / updating the BCP Skills Action Plan by the first Quarter of 2024.   | Paul Feehily<br>November 2023  |
| target care leavers, disadvantaged boys, and young people with the greatest barriers to learning and work to join apprenticeship schemes to maximise their opportunities | Cohort 1 of the supported interns completed their course in July and the new cohort for 2023/24 have started their first employment placements within the Council. The Careers & Apprenticeship Show is booked at the BIC for 14/3/24 and will see all of Y10 & Y12 from BCP get access to apprenticeships, education and training with 85 local employers. Work experience for SEND YP & Children in Care is built into the event and carers are to be given preferential treatment for tickets for the evening event. | Sharon Muldoon<br>October 2023 |



## Dynamic Places - Develop sustainable infrastructure

| We said we would  | What we did  | SRO & Date Updated                 |
|---|--|------------------------------------|
| develop and adopt a new BCP Council Local Plan that drives sustainable development by April 2024                                  | Work has progressed on the preparation of the Local Plan in Quarter 2. The Local Plan Delivery Board and Advisory Group have overseen further consultation on the draft document. A draft Local Plan is now ready to formally consult on in early 2024, subject to Cabinet agreement, ahead of a public examination led by an independent inspector likely to be during the middle part of 2024. | Paul Feehily<br>November 2023      |
| use the transforming cities fund (TCF) programme to radically improve sustainable transport options for local communities by 2023 | Progress has been good on schemes across the conurbation during the latest quarter. However, the national TCF programme has been reviewed by Department of Transport with no added funding provided to cover external pressures. Some corridors have been descoped and all members and the public provided with an update on the revised position.   | Julian McLaughlin<br>November 2023 |
| provide a new Local Transport Plan (LTP) to further help towards more sustainable travel behaviour by 2024.                       | In March 2023, Cabinet approved a report setting out a series of recommendations and timescales for the development of the Local Transport Plan. Although work continues the Department for Transport LTP guidance has been further delayed. Technical work continues in preparing the plan to updated timelines. Adoption expected early 2025.  | Julian McLaughlin<br>November 2023 |


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## Dynamic Places - Support our businesses to operate more creatively

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| continue to identify and utilise available funding to support our local business support organisations to deliver events focusing on creativity and innovation. | To date, 272 businesses registered for our UKSPF business support scheme, we have issued 81 grants totalling £239,605 which has been matched by private sector funding of £442,347 which is expected to deliver / safeguard 331 jobs. The 81 grants are made up of 21 start-ups, 30 business growth, 24 research & development and 6 exporting. We are also lobbying government for certainty of funding from 1.4.24 given the last two awards were delayed. We have also had a success in helping to obtain a Marine and Maritime Launchpad which will enable local businesses to apply for innovation grants as part of a £7.5m fund. | Paul Feehily<br>November 2023 |



## Create a 21st century digital infrastructure

| We said we would   | What we did   | SRO & Date Updated            |
|--|---|-------------------------------|
| deploy fibre, 5G and Public WIFI networks through the Boscombe Town Fund Deal Digital connectivity project by March 2024 |  Installation of the fibre is complete. Public Wi-Fi installation has been completed to Boscombe Precinct, Pokesdown and Boscombe Seafront. 5G units have been installed in Boscombe Precinct. The final section of public Wi-Fi to Kings Park will be completed in Q3 of 23/24. The remaining 5G units at Pokesdown, the Seafront and Kings Park will also all be installed in Q3 once all lamp columns are in place. | Paul Feehily<br>November 2023 |

## Performance Measures for Dynamic Places



### Action Required

#### New Homes: Number of completed homes on council-owned land

42 A long build period due to additional ground investigation testing has delayed completion of Wilkinson Drive development. The Cabbage Patch development has a longer build period due to the later inclusion requirement of an electrical substation, delays in transferring the land to SSE and provision of switching gear. See following exception report.

### Monitor

**Planning: Percentage of minor applications determined on time** – performance is slightly below the required standard of 70% at 68%. This has been because of a backlog of cases to sign off in Poole. Team Leaders have pooled their resources and are now covering sign off across all of BCP, and this is resulting in an upturn of minor applications cases determined in time as we move into the third quarter.

### On target

Support for business continues to be successful because of events and engagement with businesses (Air Festival, general ED work and UKSPF etc). The free Wi-Fi provision at Boscombe seafront saw a peak of 340 users during the Air Show on the 2 September and benefited Boscombe residents, visitors and traders.

| Measure  | Outturn for this quarter | Target | Trend |
|--|--------------------------|--------|-------|
| Economic Development: Footfall in the three town centres                           | 22.60                    | 20.00  |       |
| Economic Development: Number of businesses receiving support                       | 1,520.00                 | 200.00 |       |
| New Homes: Number of completed homes on council-owned land                         | 47.00                    | 69.00  |       |
| New Homes: Number of new homes on council-owned land where development has started | 153.00                   | 153.00 |       |
| Planning: Percentage of major applications determined on time                      | 86.00                    | 60.00  |       |
| Planning: Percentage of minor applications determined on time                      | 68.00                    | 70.00  |       |
| Planning: Percentage of other applications determined on time                      | 86.00                    | 70.00  |       |
| Skills: Percentage of higher-level qualification (NVQ4 and above)                  | 40.30                    | 40.00  |       |

## Dynamic Places Exception Performance Report

**Indicator Description:** New Homes: Number of completed homes on council-owned land

**2023-24 Q2 outturn:** 47

**Quarterly Target:** 69

**Reason for level of performance:** Two schemes representing all 22 of the homes difference between Outturn and target are 1) Wilkinson Drive – with a long build period due to additional ground investigation testing, which delayed completion.

2) Cabbage Patch off St Stephens Road, has a longer build period due to the later inclusion requirement of an electrical substation and delays in transferring the land to SSE and provision of switching gear.

**Summary of financial implications:** Wilkinson Drive costs are currently within budget parameters, but the final account has yet to be agreed with the In-house CWT team.

The Cabbage patch costs are anticipated as being outside the budget as a consequence of the situation prolonging the handover of the scheme and associate 'overheads this is causing the contractor. An officer ODR will be brought to Cabinet for review when the final cost is known with external contractor Amiri.

**Summary of legal implications:** Currently a revised lease resides with the statutory body responsible for the sub station at Cabbage patch and until this is executed by them the delay will continue.

**Summary of human resources implications:** None

**Summary of sustainability impact:** Positive - both schemes buildings are now completed and when occupied will be beneficial.

**Summary of public health implications:** none

**Summary of equality implications:** none

**Actions taken or planned to improve performance:** Continuing to have a more robust arrangement with statutory bodies on matters outside the contract we have with builders but are interdependent.

**Completed by:** Nigel Ingram

**Service Unit Head approval with date:** Nigel Ingram. 30 October 2023

# Connected Communities

Empowering our communities so everyone feels safe, engaged and included

## Summary of Performance

76% of the actions within Connected Communities have either been completed or are on target. Those completed actions are listed below. None of the actions require steps to be taken to improve performance. One action has been stopped (see below). 19% require monitoring. These actions sit below the objectives "Reduce loneliness and isolation", "Respect and engage with our diverse communities" and "Strengthen the cultural identity of our towns and places". Full details of action taken to remedy performance are set out in the following tables.



## Completed actions

- support the newly formed Cultural Compact to build on the findings of the Cultural Enquiry to develop a Cultural Strategy that supports community arts and culture by December 2022
- establish the destination branding including 'Beyond the Beach', 'Escape the Everyday' and 'Coast with the most' to support the Future Places and Destination strategies
- support recovery following the COVID-19 pandemic by taking a strengths-based approach to working with communities by June 2022
- agree and implement an enhanced council housing management service in line with national good practice and codesign with resident by April 2023
- develop with partners a Crime and Disorder Reduction Strategy and action plan to address the priorities of the Community Safety Partnership, including the fear of crime in targeted communities by March 2022
- embed the seasonal response enhancements for frontline services by April 2022
- develop a partnership and information sharing protocol with Dorset Police to tackle doorstep crime and fraudulent activity by June 2022
- deliver the Safer actions within the Cleaner, Greener Safer programme to improve and promote public safety in our towns and places by April 2023

## Actions that have been reported as stopped in previous updates reported to Cabinet

- work with partners to deliver an Anti-Social Behaviour Strategy to prevent and reduce the impact of ASB in BCP, by September 2022

The actions in the Connected Communities Delivery Plan contribute to the following Sustainable Development Goals and Purpose Goals.



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

| We said we would   | What we did   | SRO & Date Updated              |
|--|---|---------------------------------|
| develop a library strategy which reflects the diversity of local communities and creates neighbourhood hubs, improving resident's access to services by 2022 | The development of the Library Strategy has begun with a focus on customer demand and asset data gathering, critical to informing the consultation process that will follow. An update to Cabinet will be provided by January 2023 which will explain progress and the requirements necessary to develop our vision for the future of the library service and to meet DCMS guidelines, including the launch of the phase 1 public consultation process. Any significant changes arising from the strategy are anticipated to be implemented in 2025/26. | Matti Raudsepp<br>November 2023 |

## **Connected Communities - Respect and engage with our diverse communities**

| We said we would  | What we did   | SRO & Date Updated             |
|---|---|--------------------------------|
| Integrate the Armed Forces Covenant into decision making processes, supporting the wider delivery of the Covenant Action Plan, by March 2024. | <p>There is currently no formal Action Plan in place for delivery of the Armed Forces Covenant. Work is underway to move this forward. This is rated Amber because although there is no formal action place steps have been taken to ensure Armed Forces Covenant is reflected in decision making process for example local protected characteristics.</p> <p>There is a new lead Member for Armed Forces who will be part of a wider Council group that has been established that are focussed on driving forward the actions agreed for serving members of the Armed Forces and Veterans. There is also an intention to work towards the Council being awarded Gold status, presently silver status has been awarded. This will involve working with wider partners and the Armed Forces Covenant lead for the Dorset area.</p> | Isla Reynolds<br>November 2023 |

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|   |  |   |                                 |
|---|--|---|---------------------------------|
| develop a youth strategy with children, young people and partners by March 2022 |  | Whilst a youth services options paper was completed, a decision was made in August 2022 to combine the work undertaken in relation youth services with the early help and partnership work to create a fully cohesive early help offer to our children and young people. The youth strategy/ plan has been completed and the work against this has been ongoing and reviewed several times by the previous administration without completion. Further work is ongoing in line with the early help and partnership work, and a report reflecting the early help work, including youth services, will be presented to cabinet in March 2024. The Early Help offer and strategy is currently being co-produced by the Early Help Strategic Board- this is close to finalisation. | Juliette Blake<br>November 2023 |
|---|--|---|---------------------------------|

implement the year one actions in the BCP council-wide Community Engagement and Consultation Strategy by October 2022

The year one review of the strategy identified good progress against all actions and also identified additional work that had taken place that wasn't within the original set of actions. Since the launch of the Community Engagement and Consultation Strategy we have taken part in over 32 initiatives and projects across the Council and with external partners. Providing advice and guidance, training, delivering events and activities, building relationships with community representatives and groups, identifying new partnerships and communities to work with.

Examples of interventions in Year One

Setting up of the internal Engagement and Consultation Network cross department network to promote consultation and engagement best practice

Dorset Integrated Care System Engagement Leads network including evaluation of their Engagement strategy.

Increasing the Community Equalities Champions Network numbers to include more representation from diverse communities, networks and vcse (volunteer, community and social enterprise sector)

In the first year new priorities and opportunities have developed, and these are now being incorporated into the delivery plan. E.g., Town's Fund Boscombe community engagement work to ensure Boscombe communities are directly influencing development of the project alongside 2 consultations.

Ensuring strengths-based community processes are being embedded, increasing the number of engagement opportunities, activities, and events within BCP is a key delivery thread. Recruiting a Community Engagement Team to help support and drive the delivery of advice, guidance in all aspects of community engagement is a key addition to the strategy.

In quarter 2 of 2023/4 we have supported 16 events such as Corporate Strategy roadshows, Community Equality Champions Network, Towns Fund Engagement etc. and engaged with 300 people engaged.

A cross sector partnership application for a £500,000 project to support ethnically diverse community groups and representatives to develop and become more sustainable has just been successful in funding from the Big Lottery for the next 5 years.

Kelly Ansell  
November 2023

## Connected Communities - Encourage intergenerational interactions

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| work across public, private and voluntary sectors to develop mentoring programmes which encourage intergenerational interactions and enable the sharing of skills and experience, by March 2022 | <p>The new Volunteer Co-ordinator and Age Friendly Communities Co-ordinator posts have both been funded for another 2 years using UK Shared Prosperity funding. This has enabled us to start developing new programmes for meaningful interactions. The Age Friendly Communities work is developing and following a similar model to the Access to Food partnership. A steering group, Forum and Network have been established, with an emphasis on an “Engage and Understand” approach by working with older adults and communities. BCP Council sit on the UK’s Centre for Ageing Better steering group due to our pro-active work in this area.</p> <p>In quarter 2 of 2023/4, the Age Friendly Communities co-ordinator has held 8 events attended by 240 participants in total. 4 Age Friendly Volunteering opportunities were developed, 108 people received non –financial support, and additional 282 people were engaged with and 18 started volunteering as a result of that support.</p> | Kelly Ansell<br>November 2023 |

## 48 Connected Communities - Reduce loneliness and isolation

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| develop a strategic plan for day opportunities by September 2022, modernising the approach to daytime activity for people with care and support needs, including those who are socially isolated. | Consultation on the draft adult Social Care Day Opportunities Strategy commences on 1 December 2023, with a report to Cabinet scheduled for March 2024. | Phil Hornsby<br>November 2023 |



## **Connected Communities - Ensure our communities feel safe**

| We said we would  | What we did   | SRO & Date Updated                 |
|---|---|------------------------------------|
| expand our Community Safety Accreditation Scheme by June 2022 to improve and promote public safety and tackle anti-social behaviour           | The CSAS service covers hotspot locations in BCP, based on data and intelligence. BCP has been successful for £482,000 funding from the Department for Transport to cover key travel interchanges and key bus routes to address anti-social behaviour on the public transport network. BCP has also launched the 'Town Team' in partnership with Dorset Police, which increases visible presence and engagement in Bournemouth Town Centre. Since the launch in August 2023, the CSAS team have averaged 145 patrol hours per week and intensification on begging and ASB enforcement.  | Kelly Ansell<br>November 2023      |
| work with partners including Dorset Road Safe to reduce the number of persons killed or seriously injured on the highway by 40% by 2030       | The final figure for the last calendar year was 127 which is within our target of 134. The Dorset Road Safety Board continues to meet twice a year.   | Julian McLaughlin<br>November 2023 |
| work with partners to implement the year 1 actions of the BCP Community Safety Partnership's Preventing Domestic Abuse Strategy by April 2023 | Implementation of the Strategy is overseen by the multi-agency Preventing Domestic Abuse Steering Group (part of the wider Community Safety Partnership). Good progress has been made in the delivery of the action plan and a review of the strategy is commencing in the coming months.<br><br>During quarter 2 of 2023/4 good progress has been made with the implementation of our action plan including the closure of all actions for Domestic Homicide Reviews, a visit from the Domestic Abuse Commissioner for England and Wales and the continued growth of our UP2U Domestic Abuse Perpetrator programme across BCP and Dorset. We have approved funding for a Domestic Abuse lead and Independent Chair for MARAC, funded by the grant from DHLUC for the Domestic Abuse Duty and approved further funding for a number of other events due to take place in Q3 and Q4, including the 16 Days of Action against Gender-based violence and Sexual Violence Awareness week. | Kelly Ansell<br>November 2023      |

|   |  |   |                               |
|---|--|---|-------------------------------|
| develop integrated domestic abuse services for victims and perpetrators by March 2022 |  | A Commissioning Co-ordinator role and associated funding has now been approved. The programme will commence imminently however the delivery date has been pushed back to April 2024.<br>During quarter 2 of 2023/4 we launched our domestic abuse lived experience survey and are working with Dorset Council, Dorset Police and the Office for the Police and Crime Commissioner with Safe Lives to review all domestic abuse services across Dorset. This will help to shape and inform the commissioning of services which meet the needs of our victims and perpetrators. | Kelly Ansell<br>November 2023 |
|---|--|---|-------------------------------|

## Connected Communities – Empower a thriving voluntary and community sector

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| implement the year one actions in the BCP Voluntary and Community Sector Strategy and Volunteering Strategy by October 2022 | <p>The Volunteer Co-ordinator role has been extended using UK Shared Prosperity Funding. Procurement work for tendering for support to the VCS and General Advice Service is now complete and new contract start in October 2023. The progress report for year one can be seen here.</p> <p>During Quarter 2 of 2023/4 we awarded both contracts for the Support to the Community and Voluntary Sector and the General Advice Service. 80 community and voluntary sector organisations have been supported, 5 of which were new organisations. For the same period, the Volunteer Co-ordinator has standardised volunteering paperwork for departments across the council, had 3,406 'hits' to our free funding website, supported the council to increase the number of volunteers is worked with by 163 (now 1,007 volunteers), increased the number of subscribers to 'What Funds' newsletter to 551 and held several volunteer fairs with CAN including one during Freshers week where 71 students were engaged with. 12 grants were awarded to community groups for social action projects, through the Communities &amp; Place strand of the UK Shared Prosperity fund.</p> | Kelly Ansell<br>November 2023 |

work with community associations to ensure the long-term sustainability of community centres across the BCP area by December 2022.

Initial assessment now completed which will now feed into the Corporate Asset Review. Financial grants have been offered for capital works and support to community groups and organisations operating community facilities, funded by the UK Shared Prosperity Fund. Support has also been provided to individual organisations on a 121 basis on the safe operation of buildings and their responsibilities.

During quarter 2 of 2023/4 support has been provided to a number of community and voluntary organisations to ensure that the community buildings operate safely and effectively. 14 capital grants were awarded to community buildings through the Communities & Place strand of the UK Shared Prosperity fund. We have received requests for support with the new Capacity Asset Transfer process which we have referred across to the relevant departments and will support as required.

Kelly Ansell  
November 2023

## Performance Measures for Connected Communities



None of the measures reported this quarter require action to be taken or monitoring.

### On target

**Safety: Completed MARAC\* actions to reduce the risk to most vulnerable victims of domestic abuse** - Out of the 287 tasks allocated at MARAC during Q2 only 4 remain outstanding and they are all in hand. Actions are allocated to various multiagency representatives to reduce the risk of harm to victims of domestic abuse. These actions can include such measures as 'target hardening' the victim's home or placement in a Refuge.

| Measure  | Outturn for this quarter | Target    | Trend |
|--|--------------------------|-----------|-------|
| Culture: Number of visits to museums   | 24,039.00                | 22,500.00 |       |
| Engagement: Number of new community and voluntary sector organisations supported by Community Action Network | 5.00                     | 5.00      |       |
| Engagement: Number of BCP residents supported by Citizen's Advice BCP  | 5,443.00                 | 2,500.00  |       |
| Engagement: Number of community and voluntary sector organisations supported by Community Action Network     | 80.00                    | 35.00     |       |
| Engagement: Number of issues supported by Citizen's Advice BCP   | 12,137.00                | 4,000.00  |       |
| Libraries: Number of engagements in events and activities held by BCP Libraries                              | 30,816.00                | 30,000.00 |       |
| Safety: Completed MARAC* actions to reduce the risk to most vulnerable victims of domestic abuse             | 100.00                   | 100.00    |       |
| Safety: Levels of anti-social behaviour  | 5,514.00                 | 6,373.00  |       |
| Safety: Levels of serious violent crime  | 1,229.00                 | 1,235.00  |       |

The four Engagement measures are reported as on target. It should be noted however that Citizens Advice are seeing significant increases in numbers due to the impact of the Cost of Living Situations. CAN have been awarded the new tender for the support to the community and voluntary sector. This commences in Q3 but with a significantly reduced budget which is likely to require adjustment to the target's going forward as they will be unable to sustain the same performance for less funding.

**Safety: Levels of anti-social behaviour** - There has been a 17.1% reduction in the number of ASB reports to the police (-565 actual). The Partnership Co-ordination Group continue to monitor ASB hotspot areas and focus interventions with partners accordingly. The ASB team continue to use enforcement actions as appropriate.

**Safety: Levels of serious violent crime** - There has been a small 2.1% increase in the number of non-domestic Assault With Injury crimes (+12 actual). An increase has been seen in Bournemouth (+14 crimes) and Christchurch (+18 crimes), whilst there has been a reduction in Poole (-20 crimes). An increase in the number of males fighting in Christchurch has been identified through the partnership process for monitoring.

# Brighter Futures

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

## Summary of Performance

48% of the actions within Brighter Futures have either been completed or are on target. Those completed actions are listed below. 38% require monitoring. 14% require action to be taken to improve performance. These actions sit below the objectives "be aspirational for our children in care" and "enable access to high quality education" and are concerned with suitable local placements for Children in Care, the timeliness of Health and Education assessments and SEND provision. Full details of action taken to remedy performance are set out in the following tables.



## Completed Actions

- roll out the £1M BCP Family Investment Fund providing help for children and families to make up lost ground and restore 'lost childhoods' to viable schemes by March 2023
- complete the pilot of a 'whole school approach' to mental health and wellbeing and determine the way forward by September 2022
- help young people to Prepare for Adulthood by improving the 'developing independence skills' learning offer and by strengthening the working relationships between adult and children services by March 2023
- support young people in their readiness to access apprenticeships and future employment in addition to increasing the apprenticeships offer by March 2023

The actions within Brighter Futures contribute to the following Sustainable Development Goals and Purpose Goals.





## Brighter Futures - Enable access to high quality education

| We said we would  | What we did  | SRO & Date Updated             |
|---|--|--------------------------------|
| achieve 100% sign up of all providers in BCP to an inclusive education standard by September 2023                                     | Work was paused on inclusion standards in the light of the SEND & Alternative Provision Green Paper. The government intended to put in place national standards for SEND which have not materialised. Our own Inclusion Quality Mark will be launched to BCP schools on 7/11/23.   | Sharon Muldoon<br>October 2023 |
| transform SEND provision through the delivery of the Written Statement of Action by July 2023   | The Council had a successful Delivering Better Value bid for £1m. However, the Council has now been invited by the DfE to participate on the Safety Valve programme to seek more supporting in delivering SEND provision and managing costs. A service diagnostic has been undertaken which will be developed into a delivery plan.  | Sharon Muldoon<br>October 2023 |
| create additional special school place capacity, aligned with expanding the SEND capacity of mainstream schools, by September 2023    | Schemes progressing this is a four-year program of expansion. Tranche One is complete which added capacity of 50 additional special school places across the local area, Tranche Two is now in progress which aims to increase capacity by 60 places for September 2024 intake   | Sharon Muldoon<br>October 2023 |
| reduce attainment gaps for disadvantaged children, especially where exacerbated by Covid, measured annually against the 2021 baseline | There was a full results day Head Teachers (HT) Forum on September 27 and a follow up session online with Chairs of Governors invited. January will give us full details on progress by groups such as SEND & FSM, however there are signs of some wins for CiC whose results were shared for the first time with their peers to all educational leaders in BCP. 82% of CiC in assessment or examination years this year were based in BCP which indicates that designated teachers and VS worked in a targeted way on this vulnerable group. Attainment gaps narrowed for FSM boys and widened for girls & HTs, and EI are setting up groups to look at gender-based improvement interventions. | Sharon Muldoon<br>October 2023 |
| implement plans to balance the High Needs Block spend against budget by March 2023.   | Successfully applied for a Delivering Better Value bid for £1m. Four workstreams are in place each with key deliverables, e.g. increase in special school places, decrease in the number of EHCPs need assessment applications The Council has now been invited by the DfE to participate on the Safety Valve programme to seek more supporting in delivering SEND provision and managing costs. A service diagnostic has been undertaken which will be developed into a delivery plan.  | Sharon Muldoon<br>October 2023 |

|   |  |  |                                |
|---|--|--|--------------------------------|
| reduce permanent exclusions to 0.1% or below, and reduce fixed rate exclusions to 5.36% or below, by March 2026 by working with schools to ensure they have the appropriate skills to address behaviours and the support from other relevant agencies to prevent exclusions |  | Additional capacity in Alternative Provision, working with stakeholders to design a new approach to Alternative Provision. BCP's maintained PRU and Services Managers are working together to find premises that can be used to increase the number of places they can provide. This will, in the short term address the immediate need for registered places for those children who have been permanently excluded. It will also be able to offer the approach demonstrated in The SEND and AP Improvement Plan March 2023 released by the government, that gives a clear indication of the changes needed for improving inclusion and reducing permanent exclusions by using a tiered support system. Other councils are currently trialling this method and our BCP AP strategy will be based on this model and completed by December 2023. | Sharon Muldoon<br>October 2023 |
| implement measures which ensure that we have no "unknown" NEETs by March 2023   |  | The Careers Hub BCP Steering Group and B&P College will join a Steering Group for NEETs and Not Knowns this term. As well as supported internships, work on primary phase STEM is being produced for pilot NEET prevention activity with KPMG. Second year of BCP interns programme recruiting now. NEET Strategy will be completed for consideration by end of November   | Sharon Muldoon<br>October 2023 |
| reduce local levels of Not in Education, Employment or Training (NEETs) towards the current national average of 11.5% by March 2023   |  | Across Children's Services team, growth on NEET prevention and long-term plans to reduce those at risk are underway. The Careers and Apprenticeship Show 2024 has a steering group and will be an annual event from 2023/24. The BIC has been booked for the March 2024 event and increases those in EET & in apprenticeships by 3-5%  | Sharon Muldoon<br>October 2023 |



## Brighter Futures - Be aspirational for our children in care

| We said we would  | What we did  | SRO & Date Updated             |
|---|--|--------------------------------|
| improve the learning outcomes for children in care, ensuring that their attendance at a 'Good' or 'Outstanding' school is at least 95%, by March 2024 | As at October 2023 84.4% of CIC are attending a good or outstanding setting. 18.4% are in settings without an OFSTED rating. In the event that a young person is placed in an area that does not have a setting that is deemed good or outstanding, sign off from the Director of Education is required. | Sharon Muldoon<br>October 2023 |
| increase the percentage of children with permanence plans by their second LAC Review from 92% to 100%, by Sept 2022                                   | Performance has improved and 99.8% of all children in care have an identified plan for permanence by their 2nd LAC review.   | Sara Scholey<br>October 2023   |



|  |  |   |                                 |
|--|--|---|---------------------------------|
| ensure there are sufficient suitable local placements to meet the needs of children in care so they can be close to school, friends and family networks if it meets their needs and be below the national average of out of borough placements of 16% by Sept 2022 |  | There has been a slight improvement over the last quarter (by one child) the most recent Children's Services Analysis Tool report indicates that we now have 40 children placed at a distance (beyond the 20 miles distance/neighbouring authority). There remain significant challenges with placement sufficiency which is both a local and national issue. We are hoping to see improvement over the next quarter as we have moved four children from high-cost external provision back to reside with our own foster carers. The Q2 figure was 19.4%, and this reduced to 18.8% in October. | Sara Scholey<br>October 2023    |
| have a high performing Virtual School that champions and shows ambition for children in care and reduces the number that are NEET at or below the national average of 11.5% by March 2024  |  | As at October 2023 23% of CIC in year 12 and 13 are NEET. Of these young people 30% have come into care in the last 6 months and during the summer term of year 11. 66% of those that are NEET did not take their GCSEs in the summer of year 11. 58% of those young people that are NEET moved out of BCP during year 11. 12.5% are in employment without training which deems them as NEET according to the duty to participate.  | Sharon Muldoon<br>October 2023  |
| ensure that all health and education assessments for children in care are completed on time, from September 2022   |  | Work is underway to address the backlog in Annual Reviews and Education Health Care Needs Assessment. Additional staff capacity has been recruited to in order to address this, processes are being reviewed to ensure that the necessary changes are made to ensure that service timeliness can be met. It is expected that the backlogs will be addressed by the end of March 2024. The SEND Improvement Board receives regular reports on the Local Authority progress, this work is supported by our Sector Lead Improvement Partner Bedford Council.                                       | Sharon Muldoon<br>December 2023 |
| ensure proactive work which secures suitable planned housing options for care experienced young people reaching 18 and increases the pathway by at least 20 additional homes.  |  | Two new properties have been added to the Care Experienced Young People portfolio during 2022/23, with a further 18 in the pipeline for acquisition and occupation over the next 18 months.   | Jeanette Young<br>October 2023  |

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

| We said we would  | What we did   | SRO & Date Updated             |
|---|---|--------------------------------|
| develop local activities funded by the Holiday Activities and Food Fund grant aimed at children who are eligible for free school meals and other vulnerable children by July 2022 | Holiday Activities and Food Fund successfully delivered for December 2022 with an in person visit from DfE. A submission of 'additional funding' request was successful, this increased the original offer. An eligibility app is being tested by providers. Focus will now be on development of 'food' element of the programme. The Council has agreed to continue to pay school to give vouchers via Wonde for disadvantaged children during the school holidays. This enables families to provide hot meals for their children when schools are closed. | Jeanette Young<br>October 2023 |



improve the number of good and outstanding assessments for children and families in crisis, showing continuous % improvement through quarterly auditing, by September 2022

An audit system is now in place which includes comments on the quality of assessments. Practice Learning Reviews are carried out monthly and there has been increased compliance within Safeguarding and Early Help for completing these. In addition, the timeliness of completing assessments has improved since 2022 in line with the Council's improvement journey.

Juliette Blake  
October 2023



## Brighter Futures - Prevent harm through early intervention

| We said we would   | What we did   | SRO & Date Updated              |
|--|---|---------------------------------|
| proactively tackle all forms of child exploitation, including County Lines, early and effectively through preventative initiatives and effective cross council working and collaboration with partner organisations such as the police | Work with partners continues, particularly the Police, to target the children and young people most at risk of Child Exploitation. A Missing, Exploited and Trafficked Panel started in January 2023. This provides opportunities to draw together intelligence, as well as to work operationally with children, and strategically to disperse concerns. In November we ran a partnership Conference for workers who work with children which focused on keeping children safe and covered topics such as county lines, knife crime and domestic abuse. | Juliette Blake<br>December 2023 |

## Performance Measures for Brighter Futures



Data not available this quarter

**Education: Percentage all providers in BCP signed up to an inclusive education standard by September 2023** – The scheme is due to be launched in November 2023

**Education: Reduce attainment gap and improve learning outcomes for vulnerable groups at all key stages** – Attainment data will be available for Q3

### Monitor

**Education: Number of children who are missing out on education** – This measure has improved from Q1. Contributing factors to this decrease include children ageing out and are no longer of statutory school age and the start of the new academic year.

**Percentage of children in care with an achieved plan for permanence** - Decline in performance from end of Q1 23/24. Service is aware that there is further work to do improve performance in this area.

**Social Care: Number of approved fostering households** - There has been a reduction of one approved carer in this period. However, there are currently 43 assessments/enquiries being processed in the service, so this number will improve.

| Measure  | Outturn for this quarter | Target | Trend |
|--|--------------------------|--------|-------|
| Education: Early Years: percentage of children attending a setting rated Good or Outstanding by Ofsted                 | 96.00                    | 90.00  |       |
| Education: Number of children who are missing out on education   | 302.00                   | 285.00 |       |
| Education: Percentage all providers in BCP signed up to an inclusive education standard by September 2023              |                          |        |       |
| Education: Percentage of 16-17 year olds not in education, employment or training (NEETs) and percentage of not knowns | 22.80                    | 25.40  |       |
| Education: Percentage of young people aged 16-18yrs in an apprenticeship (academic age)                                | 3.00                     | 3.00   |       |
| Education: Permanent exclusions as a percentage of all primary school age children                                     | 0.00                     | 0.05   |       |
| Education: Permanent exclusions as a percentage of all secondary school age children                                   | 0.04                     | 0.18   |       |
| Education: Primary: percentage of children attending Good/Outstanding Schools  | 96.70                    | 90.00  |       |
| Education: Reduce attainment gap and improve learning outcomes for vulnerable groups at all key stages                 |                          | 15.20  |       |
| Education: Secondary: percentage of children attending Good/Outstanding schools  | 92.90                    | 90.00  |       |
| Education: Special Schools: percentage rated Good/Outstanding  | 100.00                   | 90.00  |       |
| Social Care - Percentage of children in care with an achieved plan for permanence                                      | 43.00                    | 45.00  |       |
| Social Care: Number of approved fostering households   | 270.00                   | 271.00 |       |
| Social Care: Percentage of Children in Care attending a good/outstanding school (cumulative figure)                    | 79.30                    | 79.30  |       |
| Social Care: Percentage of children in care who are NEET   | 18.00                    | 18.00  |       |
| Social Care: Percentage of CIN cases closed with no re-referral within 12 months                                       | 25.00                    | 24.00  |       |
| Social Care: Percentage of good and outstanding Targeted Support assessments for children and families                 | 74.00                    | 71.00  |       |
| Social Care: Percentages of cyp stepped down from Early Help (targeted support) with no re-referral within 12 months   | 83.20                    | 90.00  |       |

**Social Care: Percentage of CIN cases closed with no re-referral within 12 months** - service is continuing to closely monitor performance data - due to legacy practices improvements will take time to be seen through the data as changes in culture and practice occur

**Social Care - Percentage of Children and Young People stepped down from Early Help (targeted support) with no re-referral within 12 months** - Above intervention level - fluctuations are expected due to needs of the child and family. Service continuing to monitor closely.

### On target

**Social Care: Percentage of children in care who are NEET** – Last quarter this measure was report as requiring action. There has been no change to the data as Q2 covers the same period as Q1 due to summer break (HT5 and 6). As advised in the Q1 23/24 highlight report, the Q2 target for this KPI will be based on the Q1 23/24 outturn figure.

We report exclusions from our schools by primary age and secondary. Quarter 2 23/24 data relates to the start of the 23/24 academic year, therefore the data in the table below provides BCPs position at the end of September 2023. Last academic year BCP's exclusion rates were significantly higher than national. The service is closely monitoring exclusion data and is continuing to work closely with schools to increase inclusivity.

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|  | BCP Q2 Outturn | National Average Outturn<br>Academic Year 21/22 |
|--|----------------|---|
| Education: Permanent exclusions as a percentage of all primary school age children   | 0.00           | 0.02  |
| Education: Permanent exclusions as a percentage of all secondary school age children | 0.04           | 0.16  |

# Fulfilled Lives

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

## Summary of Performance

51% of the actions within Fulfilled Lives have either been completed or are on target. Those completed actions are listed below. 40% require monitoring. 9% require action to be taken to improve performance. These actions sit below the objective "Promote Lifelong Learning for all" and are concerned with delivering a lifelong learning strategy and the delayed submission to become a UNESCO Learning city. Full details of action taken to remedy performance are set out in the following tables.



## Completed

- increase the proportion of adults with a learning disability with care and support needs who can live in their own home, locally, by March 2023
- reduce the reliance on residential care by implementing strategies developed to modernise care sector commissioning and the development of extra care housing (ECH) during 2022
- implement a new first point of contact service for adult social care to improve online information and advice and support residents' wellbeing and independence by March 2022
- deliver a multi-agency homelessness conference to embed the vision and share thinking during 2022

The actions in the Fulfilled Lives Delivery Plan contribute to the following Sustainable Development Goals and Purpose Goals.





## Fulfilled Lives - Support people to live safe and independent lives

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| We said we would   | What we did   | SRO & Date Updated            |
|--|---|-------------------------------|
| increase the proportion of adults with care and support needs in employment, training and volunteering by March 2023   | <p>More work is needed to define and develop the BCP employment offer. Practitioners currently work using a strengths-based approach and are supporting raising aspirations. The supported employment review is being carried out as part of the wider Day Opportunities Strategic Review and is one of the six principal areas of development. It has been prioritised as one of the three top areas for further work over the coming year. Work is under way to set out a new working group under the Day Opportunities Co-production Group to move this work forward. In addition to the strategic development work, Tricuro who are commissioned to provide the COAST supported employment service are currently reviewing all those accessing the service to ensure appropriate throughput and create opportunities for people to referred into the service.</p> <p>We are progressing work in this area and are exploring all options open to us to seek out suitable work opportunities for the adults we are working with to gain employment. We have added this as an area to be monitor via the ASC performance, improvement board.</p> | Betty Butlin<br>November 2023 |
| introduce examples of assistive and digital technology for service users and carers to enable independence and enhance people's quality of life during 2022            | Delivery against the programme has faltered due to some gaps in capacity, but is now making progress, although is now behind programme. Actions to bring back on track are being developed for consideration by the Care Technology Board.  | Phil Hornsby<br>November 2023 |
| work with the care sector to ensure the BCP council has the right number and type of affordable care home places to meet the needs of local residents in the long term | <p>Care home fee levels continue to increase above budget projections, but fewer placements are being made as more people are being supported at home.</p> <p>As part of the strategic commissioning approach, greater use of block purchased beds is planned, to come into effect at the start of the new financial year, to secure more competitive rates.</p>  | Phil Hornsby<br>November 2023 |



## Fulfilled Lives - Promote happy, active and healthy lifestyles

| We said we would   |  | What we did  | SRO & Date Updated             |
|--|--|--|--------------------------------|
| develop an Active Lives statement by September 2022 to guide a future leisure centre management model, Built Facilities strategy and Access to Leisure and Learning policy |  | Cabinet approval received in September 23 for the insourcing of the three leisure centres in Poole as of October 2024. Work on the Built Facilities Needs assessment has progressed and an action plan has been drafted and will feed into the development of the Local Plan. Options for a harmonised Access to Leisure scheme are still being considered and will link to the wider leisure offer as of 2024.  | Amanda Barrie<br>November 2023 |
| increase the proportion of people with a dependency successfully accessing alcohol and drug treatment services by March 2023   |  | Numbers in treatment for all adults are on track to reach the government target set for 2023-24.   | Phil Hornsby<br>November 2023  |
| work with partners and communities to address food insecurity by March 2023  |  | The Food Insecurity Programme continues to deliver excellent outcomes and the Access to Food Partnership has 47 member organisations. We are now in year two of the Lottery Funded project. A total of £322,000 was distributed to community food projects in the 22/23 financial year. There are 72 community food offers featured on the BCP Access to Food map and it has been accessed over 19,870 times. In March 2023 the Access to Food Partnership won Silver IESE Transforming Councils awards following a Bronze award in 2022. During quarter 2 of 2023/4 the Access to Food Partnership continue to deliver its lottery funded work to ensure that everyone in BCP has access to nutritious food, all of the time. A total of over £88,000 was awarded to community Food projects for delivery across the year funded by the Household Support Fund 4. | Kelly Ansell<br>August 2023    |

## Fulfilled Lives – Develop age-friendly communities

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| work with partners to help the BCP area become registered as an Age Friendly Community with the World Health Organisation by 2024 | The Council employs an Age Friendly Communities Officer who works in partnership with a range of organisations and good progress being made towards achieving registration. The Age Friendly Communities work is developing and following a similar model to the Access to Food partnership. A steering group, Forum and Network have been established, with an emphasis on an “Engage and Understand” approach by working with older adults and communities. BCP Council sit on the UK’s Centre for Ageing Better steering group due to our pro-active work in this area. In quarter 2 of 2023/4 the Age Friendly Communities co-ordinator has held 8 events attended by 240 participants in total. 4 Age Friendly Volunteering opportunities were developed, 108 people received non –financial support, and additional 282 people were engaged with and 18 started volunteering as a result of that support. | Kelly Ansell<br>November 2023 |

## Fulfilled Lives - Value and support carers

| We said we would  | What we did   | SRO & Date Updated            |
|---|---|-------------------------------|
| increase the availability and options for time out and short breaks for carers by September 2022  | This is being worked upon as part of the Adult Social Care Carers Strategy. A new carers governance board is overseeing the implementation of the strategy. As part of the ASC transformation plan, we will be exploring options for carers respite which will involve extending the current offer that we have available. This will be during 2023/24. | Betty Butlin<br>November 2023 |
| improve the accessibility, quality, and range of information available to young carers to increase take up of the services available to support their needs | The Council is developing a Young Carers Strategy to align with the ASC Carers Strategy that was approved by Council in September 2022. We are looking to enhance our current offer for young carers. We are going to coproduce this with carers and will be doing this as part of our ASC transformation plans.  | Betty Butlin<br>November 2023 |

|  |  |   |                               |
|--|--|---|-------------------------------|
| modernise day opportunities so that all residents with care and support needs have opportunities to engage in daytime activity in both day centre and community settings, some of which will offer an important break for carers |  | Consultation on the draft adult Social Care Day Opportunities Strategy commences on 1 December 2023, with a report to Cabinet scheduled for March 2024. | Phil Hornsby<br>November 2023 |
|--|--|---|-------------------------------|



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

| 64 | We said we would   | What we did   | SRO & Date Updated            |
|----|--|---|-------------------------------|
|    | develop outreach support with GPs in community-based settings to engage earlier and improve the quality of life for those residents at risk of worsening health and outcomes by March 2022 | The council is working closely with primary care networks in re-establishing multi-disciplinary meetings following the pandemic.<br>The integrated neighbourhood model that we are developing within the Dorset system is focused on primary care and will enhance closer working with GP's. We will be rolling this out in a phased approach, taking the learning as it becomes embedded.          | Betty Butlin<br>November 2023 |
|    | support more people who wish to purchase their own care to find the most appropriate and cost-effective care home placements   | The Adult Social Care self-funding team continue to support self-funders in sourcing appropriate and best value care along with the most appropriate residential care environment.<br>It is our intention to enhance the ASC digital offer that will enable those wishing to purchase their own care to do so using a more detailed online offer. This will happen via the ASC transformation work. | Betty Butlin<br>November 2023 |
|    | help self-funders make informed and good value choices for the best use of their and council resources when purchasing their own care.   | The Adult Social Care self-funding team continue to support self-funders in sourcing appropriate and best value care.<br>We are continuing to build on how we support self-under. This will be enhanced by the transformational work we are currently doing alongside learning from others. We continue to have a dedicated self-funding resource.  | Betty Butlin<br>November 2023 |





## Fulfilled Lives - Tackle homelessness and prevent rough sleeping

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| We said we would   |  | What we did   | SRO & Date Updated            |
|--|--|---|-------------------------------|
| increase move on from temporary accommodation and prevent a return to rough sleeping   |  | Increases in structural causes of homelessness and reduced supply across the Private Rented Sector market continues to challenge the ability to secure move-on homes. The Homelessness Partnership has agreed a focused 6-month plan to increase supply, support those in temporary housing and prevent homelessness earlier. An new strategic coalition is being developed alongside the Homewards programme to review and update the existing Homelessness & Rough Sleeping Strategy. | Kelly Ansell<br>November 2023 |
| deliver the agreed Homelessness and Rough Sleeping strategy through the established multiagency BCP Homelessness Partnership |  | The Homelessness reduction board has agreed a revised 6-month plan to reduce dependency on B&B accommodation for families.  | Kelly Ansell<br>November 2023 |
| secure additional government funding to maximise homelessness preventative services through 2022                             |  | Additional grant resources for Rough Sleeping revenue and capital programmes have been submitted to the Single Homelessness Accommodation Programme in the past quarter. The Council has been successful in securing £9.9m of funding from the Single Homelessness Accommodation Programme which will help support more people into housing.  | Kelly Ansell<br>November 2023 |
| embed a multi-disciplinary approach to homelessness and health provision during 2022   |  | The Multi-Disciplinary Team is embedded as business as usually with a celebration and learning event scheduled for early 2024.  | Kelly Ansell<br>November 2023 |



## Fulfilled Lives - Promote lifelong learning for all

| We said we would   |  | What we did  | SRO & Date Updated             |
|--|--|--|--------------------------------|
| deliver a lifelong learning strategy by March 2023, working with partners to promote a broad learning offer for work and well-being, culture and arts and to increase awareness of environmental issues and sustainable living |  | The Education team now sits within Children's Services as a whole and is working with the Department for Education and Skills to draft an Education strategy which will be taken to Brighter Futures Board in January 2024. This piece of work has not progressed due to more pressing priorities identified by DFE. | Sharon Muldoon<br>October 2023 |

consider a submission to become a  
UNESCO Learning City in March 2023



This paper has not progressed as other priorities have been identified.

Sharon Muldoon  
October 2023

## Performance Measures for Fulfilled Lives



Data is not available for the four Drug and Alcohol measures.

### Requiring Action

#### Housing: Number of people rough sleeping at latest street count –

Little turnover in all types of accommodation creating few vacancies for long term rough sleepers (largest group) to move off the street, new people to the street remains consistent flow, returners to the street is low. Overall limitations on housing supply across private rented and supported housing is impacting on increased rough sleeping.

**Housing: Percentage of eligible households with children where homelessness was prevented within 56 days** - Sustained increase in demand from families at risk of homelessness since the last quarter. Main reason for family homelessness is loss of PRS accommodation, likely due to rising market rents, cost of living pressures and shrinking of the market. Where homelessness prevention remains impractical, alternative suitable supply is not keeping pace with increased demand.

Homelessness Reduction Board agreed interim 6mth plan to reduce single homelessness. Activities planned around Homelessness Prevention, Increased support for those in temporary accommodation and increase housing supply.

The exception reports set out further information for measure requiring Action.

### Monitor

**Adult Safeguarding: Percentage reporting reduced risks as a result of an enquiry** - Of 242 individuals counted within Q2 2023/23:

- a) risk remained for 16 people.
- B) risk was reduced for 142 people, and

| Measure   | Outturn for this quarter | Target   | Trend |
|---|--------------------------|----------|-------|
| Adult Care Services: Percentage rated good or outstanding by the Care Quality Commission                                      | 94.10                    | 91.00    |       |
| Adult Carers: Percentage receiving info/advice or another service after an assessment   | 66.70                    | 55.00    |       |
| Adult Safeguarding: Percentage reporting reduced risks as a result of an enquiry  | 93.40                    | 95.00    |       |
| Adults Learning Disabilities: Percentage in receipt of support and services in employment                                     | 5.20                     | 4.50     |       |
| Adults Learning Disabilities: Percentage in settled accommodation   | 77.70                    | 80.00    |       |
| Adults Mental Health: Percentage of adults in receipt of support and services in employment                                   | 6.30                     | 7.00     |       |
| Drug and Alcohol: Capacity – increase year on year, all adults “in structured treatment”, from the baseline set in 2020/21    | 2,550.00                 | 2,557.00 |       |
| Drug and Alcohol: Capacity – increase year on year, young people “in treatment” from the baseline set in 2020/21              | 90.00                    | 84.00    |       |
| Drug and Alcohol: Continuity of Care – 75% of offenders leaving prison engage in treatment provision by 2025                  | 49.00                    | 45.00    |       |
| Drug and Alcohol: Residential Rehabilitation – 2% of the treatment population engaging in residential rehabilitation by 2025. | 22.00                    | 5.00     |       |
| Housing: Number of homeless households in bed and breakfast   | 253.00                   | 250.00   |       |
| Housing: Number of people rough sleeping at latest street count   | 56.00                    | 25.00    |       |
| Housing: Percentage of eligible households where homelessness was prevented within 56 days                                    | 59.00                    | 66.00    |       |
| Housing: Percentage of eligible households with children where homelessness was prevented within 56 days                      | 41.00                    | 66.00    |       |
| HR: Apprentices employed by BCP Council   | 75.00                    | 80.00    |       |

c) risk was removed for 84 people.

**Adults Learning Disabilities: Percentage in settled accommodation** - Performance reflects 663 adults aged 18-64 living independently in settled accommodation. Performance is below the 2022/23 outturn of 84.7% and analysis is required to understand if this is subject to reviews taking place to confirm accommodation status. Monthly quality assurance reports are run and fed back to Teams.

**Adults Mental Health: Percentage of adults in receipt of support and services in employment** - Performance reflects 44 adults aged 18-64 being supported into employment. An increase of four people from the 2022/23 outturn.

**Housing: Number of homeless households in bed and breakfast** - Performance reason remain unchanged from previous quarter. Sustained demand from families at risk of homelessness since the last quarter. Main reason for family homelessness is loss of Private Rented Sector accommodation, likely due to rising market rents, cost of living pressures and shrinking of the market ahead of Renters Reform.

**Housing: Percentage of eligible households with children where homelessness was prevented within 56 days** - Sustained increase in demand from families at risk of homelessness since the last quarter. Main reason for family homelessness is loss of PRS accommodation, likely due to rising market rents, cost of living pressures and shrinking of the market. Where homelessness prevention remains impractical, alternative suitable supply is not keeping pace with increased demand.

**HR: Apprentices employed by BCP Council Apprentices** completing their apprenticeships has reduced the current numbers. Expenditure controls while is having a temporary affect on taking on new apprentices

68 **On Target**

Although three measure have a seen a drop in their performance they have all still met their targets.

## Fulfilled Lives Exception Performance Report

**Indicator Description:** Housing: Number of people rough sleeping at latest street count

**2023-24 Q2 outturn:** 56

**Quarterly Target:** 25

**Reason for level of performance:** BCP continues to see high demand across all types of homelessness, including rough sleeping. This remains a national issue with levels increasing after an overall reduction during and immediately following pandemic measures. In BCP however levels remain lower than comparatively to last year, although in line with previous years, seasonality is a factor, with numbers rising as Spring progresses into Summer and Q2. The warmer period typically see's numbers rising, with a higher degree of transience and people moving through - as well as a degree to which for some people, there is less motivation to be accommodated. In comparison with other parts of the country new cases are relatively low as a proportion, however, locally we do see a high number and proportion of long-term cases. In this context long term does not only include those who have been rough sleeping for a long, singular period but also those whose situation has not been sustainably resolved, and who have not remained in accommodation, being seen rough sleeping in 3 months or more out of the last 12. This group drives numbers up, and currently accounts for typically 60% or more of any single night count.

**Summary of financial implications:** The Council has been allocated £6m Rough Sleepers Initiative grant over 3 years to provide support and accommodation to prevent rough sleeping and to provide a range of services for people who rough sleep.

**Summary of legal implications:** There is no statutory duty for the Council to provide accommodation to the majority of people who find themselves rough sleeping. However, a local policy to provide interim accommodation (through a Power) is in place for those verified rough sleeping or at risk sleeping with a connection to the area. Whilst some government grant provides resources to cover some accommodation costs, this remains insufficient to meet demand.

**Summary of human resources implications:** A number of support worker vacancies in the Rough Sleeper Team are currently in recruitment. Additional government grant has enable some vacant roles to be covered by agency staff for a temporary period.

**Summary of sustainability impact:** None

**Summary of public health implications:** People who are rough sleeping have disproportionate levels of health needs, often chronic. These are exacerbated the longer that people remain out and include physical health needs as well as mental health issues. In addition, there are often related substance dependencies with the further health implications these bring.

A focus of the work as a Homelessness Partnership relates to more holistic support, with health care being a crucial part of this, especially with its links to early engagement and acceptance of help. A multi-Disciplinary Team has now been in place for one year to further enhance joined up case management. There is an Away Day in Sept to review this with stakeholders and consider any areas to further improve the effectiveness of this work

**Summary of equality implications:** Many people who rough sleep and need emergency accommodation and welfare assistance have complex health needs and complex behaviours. Improving their own opportunities to secure longer term independence and improvements in health and wellbeing, whilst ensuring the wider community impact is lessened remains a priority. Person centred interventions are provided with a range of partners. A range of minority groups are disproportionately impacted by homelessness for which targeted support interventions are in place.

**Actions taken or planned to improve performance:** The Homelessness Reduction Board have agreed a focused set of priorities for the next 6 months to tackle rising single homelessness and rough sleeping. These are themed as follows;

- Homelessness Prevention for Single People
- Supporting People in temporary accommodation
- Increasing the supply of supported & off-street accommodation.

An action plan has been developed to monitor progress. Early successes include; the opening of a homes for single people with a history of rough sleeping; promotion of additional alternative giving; new delivery of 70 supported housing homes; a private landlord forum established to support tenants and landlords; a local communications plan

A B&B Elimination Action Plan has been agreed with support from DLUHC which includes a range of further interventions which is further supported by Homewards Programme, led by HRH Prince of Wales and The Royal Foundation.

**Completed by:** Ben Tomlin, Head of Strategic Housing

**Service Unit Head approval with date 8/11/23**

## Fulfilled Lives Exception Performance Report

**Indicator Description:** Percentage of positive outcomes for families with children achieved on time

**2023-24 Q2 outturn:** 41%

**Quarterly Target:** 66%

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

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

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

Of the 174 families threatened with homelessness who required statutory assistance from the Council during the period, 71 were supported to successfully resolve their homelessness. The Housing team's caseload for families threatened with homelessness is 193.

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

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

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

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

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

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

**Summary of sustainability impact:** None

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

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

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

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

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

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

**Actions taken or planned to improve performance:** The Homelessness Reduction Board have agreed a focused set of priorities for the next 6 months to tackle rising family homelessness. These are themed as follows;

- Homelessness Prevention for Families
- Supporting Families in temporary accommodation
- Increasing the supply of family accommodation.

An action plan has been developed to monitor progress. Early successes include; the opening of a 24 family homes for families in B&B; the implementation of an enhanced under-occupation service for social housing tenants; a commitment to acquire 30 new families for rent for families; a private landlord forum established to support tenants and landlords.

A B&B Elimination Action Plan has been agreed with support from DLUHC which includes a range of further interventions which is further supported by Homewards Programme, led by HRH Prince of Wales and The Royal Foundation.

**Completed by: Ben Tomlin, Head of Strategic Housing**

**Service Unit Head approval with date: 8/11/24**



# Modern Accessible Accountable Council

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

## Summary of Performance

73% of the actions within Modern Accessible Accountable Council have either been completed or are on target. Those completed actions are listed below. 27% require monitoring. There are no actions which require attention. The Accountable Council actions are performing well with 100% either on target or completed. Modern Council has the most actions that require monitoring including the implementation of pay and reward, the refurbishment of the town hall and the harmonisation of service strategies and policies. Full details of action taken to remedy performance are set out in the following tables.



## Completed Actions

- complete the integration of our corporate customer services function within Christchurch, Poole and Bournemouth libraries through 2022
- introduce independent observers, stakeholders and service users to the recruitment of senior officer posts by March 2022
- continue to respond to community needs and covid related issues
- develop and implement a Corporate Peer Challenge action plan for review by summer 2022

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The actions in the Modern Accessible Accountable Council Delivery Plan contribute to the following Sustainable Development Goals and Purpose Goals.



| We said we would  |  | What we did  | SRO & Date Updated              |
|---|--|--|---------------------------------|
| complete the review and harmonisation of all our major service strategies and policies by end of 2022   |  | The ongoing process of policy harmonisation and creation has ensured 180 policy documents are in place across the Council and a further 13 will be in place within the next 12 months.   | Isla Reynolds<br>October 2023   |
| continue the implementation our new operating model and invest in new technology and ways of working so residents and customers have better services with a target of full implementation by April 2025   |  | The three key technical projects are on track for delivery in 2023/24 with Dynamics Finance & Operations is now live and we are seeing some good dashboard reporting. The new Data and Insight platform now live and being developed. The Customer Relationship Management System (CRM) is due to go live in the new year.   | Katie Lacey<br>September 2023   |
| continue to implement our People Strategy to support the development of our values and behaviours and modernise our working practices to enhance service delivery for our residents   |  | Our new People Strategy has been developed with a commitment to a 4-year delivery plan. We are starting with good foundations built in the last 4 years and fits well with our vision for the Future. We want to build a positive employee experience, growing the workforce, enabling new ways of working, making better uses of digital technology, ensuring belonging for all and leading improvement, change and innovation. BCP Council's aim is to develop a learning culture which is intended to promote openness, honesty, for people to speak up openly and freely.                                  | Sarah Ray-Deane<br>October 2023 |
| implement the Pay and Reward Strategy and achieve the harmonisation of pay by April 2024  |  | Collective bargaining with the trade unions has continued to reach an agreed position that they can take to their members for ballot.  | Sarah Ray-Deane<br>October 2023 |
| complete the refurbishment of the former Bournemouth Town Hall to become the BCP Council Civic Centre by the end of 2022  |  | BCP Civic Centre East and West wing meeting room refurbishment works are complete. The main staircase has undergone redecoration and access to the building has returned to normal. Remaining areas of the West wing, including the council chamber are subject to feasibility work to determine the final phase of works. Further engagement with the Civic members working group is scheduled.   | Matti Raudsepp<br>November 2023 |
| develop and implement the Corporate Asset Management Plan to establish a fit for purpose estate by the end of 2022, capable of supporting the council's ambitions for how we use our buildings to deliver the right service, in the right places with the right facilities for our community and customers. |  | Progression of the Corporate AMP light to a final and full version has been underpinned with significant improvements to our core asset data so that all expenditure will eventually be seen at property level, thus improving how we monitor and govern cases. The draft of a Corporate Landlord Decision Map is being piloted and the introduction of a grading system is soon to be underway to widely highlight priorities for improvements and opportunities to make quicker evidence-based decisions. The Re-Use of Assets Policy is also being piloted and worked on which will dove-tail into the AMP. | Adam Richens<br>November 2023   |

| We said we would   | What we did   | SRO & Date Updated              |
|--|---|---------------------------------|
| adopt an inclusive Customer and Digital Strategy that builds on BCP Council's commitment to the Local Digital Declaration and meets "Best in Class" standards for digital service design in 2022, including the continued development of the BCP Council website | Customer & Digital Strategy is in place. Initial foundational elements of the council's new customer relationship management system are completed. Next stage is to develop the technology so that all services can take advantage of new digital channels for Pay, Tell, Report, Register and Apply, and this workstream is now progressing. Website is currently being redesigned with target launch date of December 2023, but subject to ongoing development as new digital functionality becomes available | Matti Raudsepp<br>November 2023 |
| continue to develop and improve technology to allow live streaming and remote participation for all public meetings during 2022  | A dedicated meeting space has been provided within the BCP Civic Centre Annex in Bournemouth as an interim space for all meetings other than full council. This has been set up to enable live streaming. Civic rooms (Phoebe, Royal Hants & Room 115) in the BCP Civic Centre are now refurbished and fitted with audio-visual meeting technology and available for use.   | Matti Raudsepp<br>November 2023 |
| promote and proactively work towards enabling a diverse workforce across all levels of the organisation, acting as a role model for Dorset employers   | The council continues to promote inclusion, equality and diversity, offering & supporting flexible working. The launch of our new Dynamic's F&O system has provided an opportunity to encourage colleagues to review and update their information. There is a planned approach to ensure that we collect a 100% data set on the makeup of our workforce so can understand how closely our workforce represents the makeup of our community.<br>A roll out of unconscious bias training has been delivered.      | Sarah Ray-Deane<br>October 2023 |
| introduce independent observers, stakeholders and service users to the recruitment of senior officer posts by March 2022   | Independent observers are actively used in the recruitment processes of all senior roles.   | Sarah Ray-Deane<br>October 2023 |

| We said we would   | What we did  | SRO & Date Updated             |
|--|--|--------------------------------|
| proactively engage our communities to inform policy and future decision-making via regular residents' satisfaction surveys, utilising digital tools to engage with new audiences | During this period we launched the Bournemouth Town Centre engagement where we asked residents for their ideas on improvements to Bournemouth Town Centre. Over 2.700 people took part and shared multiple ideas. We also launched our vision, objectives and priorities consultation which used a variety of methods to engage with residents and stakeholders including online survey, ideas wall and stories, stakeholder events, roadshows, children and young person engagement.  | Isla Reynolds<br>November 2023 |
| utilise Lead Member roles and Member Champions to engage with identified priority groups   | <p>As part of the Lead member roles, Councillor Simon McCormack is the lead member for poverty and rough sleeping and Councillor Paul Slade champions our armed forces covenant work.</p> <p>We support priority groups in many ways including through the community engagement function. Over 32 community engagement interventions, projects, and initiatives have taken place over the last year. This could be anything from providing advice and guidance, training, delivering events and activities, building relationships with community members and groups, and finding new partnerships and communities to work with.</p> <p>In quarter 2 of 2023/4 we have supported events such as Corporate Strategy roadshows, Community Equality Champions Network (CECN), Towns Fund Engagement etc. and engaged with 300 people engaged. Lead members are involved in the Together We Can Steering Group currently focused on the cost-of-living situation, the CECN and Community Safety Partnership.</p> | Kelly Ansell<br>November 2023  |
| develop and implement a Corporate Peer Challenge action plan for review by summer 2022   | The Council responded appropriately to the recommendations of the CPC with an action plan and revisited this with the peer challenge team at their progress visit a year later in December 2022. The peer team gave positive feedback about how the Council had embraced the CPC and the actions taken as a result showed the Council's commitment to sector led improvement. They recommended that BCP Council next has a Corporate Peer Challenge no later than 2024/25.   | Isla Reynolds<br>November 2023 |

## Performance Measures for Modern Accessible Accountable Council



### Monitoring Required

**Communications: Total number of social media engagements** - We are posting less across all channels in order to target more effectively, so less general engagement but more meaningful engagement. We also normally get peaks in engagement through the summer months, but the wetter summer led to reduced noise online around summer response.

**Equalities: Percentage of equality data collected from staff** – Whilst it is not mandatory for colleagues to provide this information, we are considering more robust collection methods to improve completion rates.

**Finance: Percentage of successful grant applications** - There are bids currently pending outcomes which would increase the actual if they are eventually successful

**HR: Employee sickness absence levels (days)** – Our absence rate is consistent with the previous quarter. Known issues with absences not being properly closed off in F&O is resulting in unreliable figures and overstated rates. To address this there will be a reminder for F&O Champions cascade to confirm absence end dates. All open-ended absences will be reported to HR Advisory to review and highlight any cases that should be closed. We are also considering further targeted comms to Managers with additional support & guidance as required.

### On target

Staff turnover has fallen slightly but is still within the expected range. The percentage of calls to the corporate call centre has remained steady as has the percentage of all interactions raised by online portals. The percentages of business rates and council tax collected is also well above the targets set for this quarter.

| Measure  | Outturn for this quarter | Target     | Trend |
|--|--------------------------|------------|-------|
| Communications: Email news average open rate                       | 51.00                    | 50.00      |       |
| Communications: Total number of social media engagements           | 110,762.00               | 115,000.00 |       |
| Customer: Percentage of all interactions raised by online portals  | 89.00                    | 85.00      |       |
| Customer: Percentage of calls to corporate contact centre answered | 88.00                    | 80.00      |       |
| Equalities: Percentage of equality data collected from staff       | 63.11                    | 70.00      |       |
| Finance: Percentage of successful grant applications               | 70.00                    | 75.00      |       |
| Finance: Percentage of business rate collected                     | 54.56                    | 49.00      |       |
| Finance: Percentage of council tax collected                       | 53.91                    | 48.80      |       |
| HR: Employee sickness absence levels (days)                        | 11.71                    | 11.00      |       |
| HR: Staff turnover   | 10.40                    | 12.00      |       |

## Performance Measures for Public Health



Quarterly Performance reports will now include the measures considered by the Joint Public Health Board. This Board reviews performance of commissioned services on a six-monthly basis. The Board is a joint executive body for the delivery of the public health functions carried out by the shared public health service (known as Public Health Dorset) on behalf of Dorset Council and Bournemouth, Christchurch and Poole Council. The Board will continue to be the joint executive for so long as the two councils are working in partnership.

78 The measures cover the BCP area only except for the Sexual Health indicators which are Pan-Dorset.

**Note:** HCP stands for Health Child Programme

New indicators only have a single dot. Trend data will show on the graph when Q3 and Q4 data is added.

### Monitoring Required.

**Healthy Child Programme (HCP) - % of mothers who received a first face to face antenatal contact with a Health Visitor** – this figure is being reviewed in regular contract meetings.

**Sexual Health (Pan Dorset only) - % not offered a LARC appointment within 4 weeks** - Increased capacity now established and performing within the service for Long-Acting Reversible Contraception (LARC)

**Health Checks – Cumulative number of health checks delivered** -- The level of activity is improving however uptake is not as high as we would like. The programme will be focusing on increasing primary care provision in areas where this is low and understanding access barriers to increase the number of invitations that result in a completed check.

| Measure   | Outturn for this quarter | Trend |
|---|--------------------------|-------|
| HCP - % of all births that received a face to face new birth visit within 14 days   | 86.00                    | •     |
| HCP - % of children who received a 12 month review by the age of 12 months  | 95.00                    | •     |
| LiveWell Dorset - % new registrations from 20% most deprived areas  | 35.00                    | •     |
| HCP - % of children who received a 2-2.5 year review  | 99.00                    | •     |
| HCP - % of children who received a 6-8 week review by the time they were 8 weeks old  | 97.00                    | •     |
| HCP - % of mothers who received a first face to face antenatal contact with a Health Visitor  | 67.00                    | •     |
| Health Checks - % of HealthCheck's delivered to people from target groups   | 64.00                    | •     |
| Health Checks - Cumulative number of health checks delivered (all providers inc LiveWell)   | 2,647.00                 | •     |
| Health Checks – Cumulative number of invitations (all providers inc LiveWell)   | 11,994.00                | •     |
| LiveWell Dorset - % new registrations that were male  | 32.00                    | •     |
| LiveWell Dorset – Cumulative number of activations per pathway (Weight, activity, Smoking, Alcohol)   | 2,584.00                 | •     |
| LiveWell Dorset – Cumulative number of new registrations to service   | 1,569.00                 | •     |
| Sexual Health (Pan Dorset only) - % not offered a LARC appointment within 4 weeks   | 26.00                    | •     |
| Sexual Health (Pan-Dorset only) – Cumulative number of LARC insertions (excluding swaps)  | 1,981.00                 | •     |
| Sexual Health (Pan-Dorset only) – Cumulative number of new/rebook patient contacts (at clinic, attend anywhere, phone appointments or outreach centres) | 16,749.00                | •     |

### On Target

The majority of public health measures are performing well compared to national benchmarks, or previous quarter performance, where this is not available yet. New registrations to the LiveWell Dorset service are on track with a target of 5000 being set for the whole year. Weight management continues to be the most activated pathway (72% activated this support pathway financial year to date)

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# Bournemouth, Christchurch and Poole Council (BCP) Best Value Notice Action Plan

## August 2023 – August 2024

### Introduction

BCP Council welcomes the Department for Levelling Up, Housing & Communities' (DLUHC) [external assurance review](#) and [Best Value Notice](#), issued on the 3 August 2023. The Council is committed to continuous improvement.

DLUHC has recognised its findings correspond to the Council's own understanding of the challenges faced, and steps already taken to act on its recommendations. This action plan provides a progress update on the recommendations from DLUHC's external assurance review, including aspects of the report felt to be of similar standing to the formal recommendations, as well as recommendations from the Chief Executive's own [internal assurance review](#), conducted in March 2023 and updated in June following the local elections.

### Guidance note

This action plan is categorised into 4 main areas:

- [Council Meetings and Decision Making](#)
- [Cabinet and Leadership](#)
- [Councillor Behaviours](#)
- [Further issues to address](#)

There are **42** actions in total. The source of the action, whether from the internal or external assurance review, is indicated within the number column using the reference DLUHC (external) or BCP CEx (internal). Where actions are duplicated, the update is given against the DLUHC action.

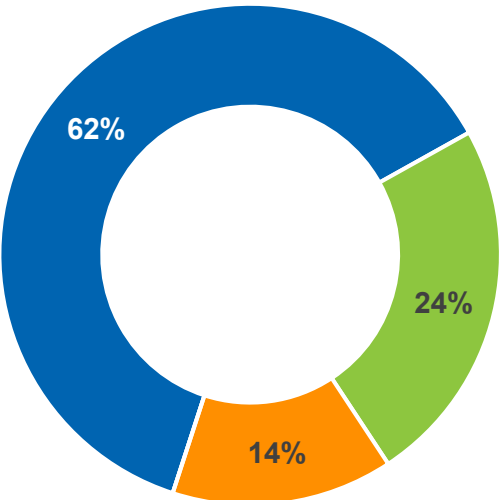
Please note the action numbers do not correspond directly to the recommendations in the internal assurance review, as they have been integrated with those from the external assurance review.

A RAG rating is used in the number column, as explained in the key below, to show progress against the actions. Where an action is completed, the next steps column highlights whether the work is ongoing, requires monitoring or no further action is to be taken. Completed actions are defined as those where the actions have been completed, however the outcomes may be seen longer-term.

### Progress Summary - December 2023

As of December 2023, progress against the actions is good, with 86% now either completed or progressing well. There has been a 7% increase in completed actions since November 2023. The chart below breaks this down further to show that overall: 62% of the actions are completed; 24% of the actions are progressing well and 14% of the actions have been started.

| Key: Progress with actions |             |
|----------------------------|-------------|
| Completed                  | <div></div> |
| Progressing well           | <div></div> |
| Started                    | <div></div> |
| No movement                | <div></div> |



More information on the progress and next steps of each of the 42 actions is detailed on the following pages. Please note completed actions from the October 2023 update have been moved to the end of the action plan.

## Actions in Progress as of December 2023

| Council Meetings and Decision Making |  |   |             |   |  |   |
|--------------------------------------|--|---|-------------|---|--|---|
| No.                                  | Action   | Outcome   | Target date | Progress to date  | Next steps   | Action owner                                      |
| 3<br>DLUHC                           | Develop the scrutiny role to have a broader focus than pre-Cabinet scrutiny, such as on policy development | More O&S focus on policy development and engagement rather than pre-Cabinet scrutiny. | July 2024   | <p>Prior to the election there was little movement in the focus of the two new Overview and Scrutiny committees (Place and Corporate &amp; Community) that have replaced the Corporate O&amp;S Board, with an ongoing focus on pre-Cabinet scrutiny.</p> <p>Since the elections in May, the administration sought to restructure Overview and Scrutiny, to establish a closer link to the Cabinet cycle for one O&amp;S Committee but keeping the other 3 committees removed from the Cabinet cycle. This was implemented in September 2023.</p> <p>The policy development role for O&amp;S was incorporated into training for Overview and Scrutiny committee members, to foster a wider role for Overview and Scrutiny committees, underpinned by officer encouragement. O&amp;S forward plans now show a more balanced mix of work, an example of this is a recent O&amp;S investigation into blue badge waiting times with a view to establishing necessary policy changes.</p> <p>Officers should encourage, raise awareness and provide training on an ongoing basis to ensure that the O&amp;S function focuses on a balance of work including policy development. CMB has agreed to regularly receive O&amp;S work plans to provide opportunity to encourage policy development, and the Scrutiny Officer encourages regular communication with O&amp;S chairs to assist in identifying these opportunities.</p> <p>The changes to the O&amp;S structure introduced ability for the Environment and Place O&amp;S Committee to appoint two independent members establishing an opportunity to scrutinise from a fresh perspective.</p> <p>To give a wider set of input the O&amp;S Board has also taken evidence from other organisations, including two representatives of the private development industry when considering the draft Local Plan in December.</p> <p>Democratic Services will provide an update when the work programming workshops have concluded in February.</p> | O&S committees to be supported in identifying policy development opportunities through work programming workshops to be held between December '23 and February '24. Supported by Centre for Governance and Scrutiny these will also provide a development opportunity to embed good practices. | Director of Law & Governance to keep under review |
| 3<br>BCP CEx                         | Continue to increase the focus of Overview and Scrutiny committees on policy development and engagement    | See action 3 DLUHC above  |             |   |  |   |

| Council Meetings and Decision Making |   |   |             |   |  |   |
|--------------------------------------|---|---|-------------|---|--|---|
| No.                                  | Action  | Outcome   | Target date | Progress to date  | Next steps   | Action owner                                      |
| 4<br>BCP CEx                         | More focus of Overview and Scrutiny committees into corporate performance reporting and challenging the executive | Improvement plans have an impact and improve the services that are missing their targets. | July 2024   | <p>There is an opportunity to strengthen the focus of O&amp;S committees on performance management, enhanced by the introduction of a new Corporate Strategy, which has been considered by Cabinet and recommended to Council for adoption on 9 January 2024. This will be followed by an updated performance management framework, which sets out how the Council will effectively manage performance, using performance measures to compare outcomes and outputs with targets, goals and objectives to understand and manage service delivery and identify emerging business risks. The Corporate Strategy represents the strategic objectives that the Council has set out to achieve and is a vital framework for the Council's performance management.</p> <p>O&amp;S work planning workshops have been supported throughout 2023. These include horizon scanning based on a range of performance, resident and financial data. This will assist O&amp;S to target work plans effectively. Once refreshed, the Corporate Strategy and indicators will be available for O&amp;S members to receive on a regular basis as part of their ongoing horizon scanning role.</p> <p>Health &amp; ASC O&amp;S Committee has established a working group to consider how the committee will incorporate performance data into its workload. Children's Services O&amp;S regularly receive information outside of the meeting for monitoring purposes, including performance data.</p> <p>An all councillor session is being planned for early 2024 to consider the ongoing councillor training offer. This will include consideration of training around performance management information for O&amp;S members.</p> | <p>Incorporate into training for Overview and Scrutiny committee members and monitor agendas, encouraging Overview and Scrutiny Committees to focus on performance management information.</p> <p>Progress is being made to incorporate performance monitoring into the work of all O&amp;S committees with the Q2 corporate performance report going to O&amp;S Committee in January.</p> | Director of Law & Governance to keep under review |
| 8<br>BCP CEx                         | Review how many recommendations need to go to Council for decision and how they are managed and debated           | Efficient and effective Council meetings and decision-making processes.                   | July 2024   | <p>The next review of the Constitution should include a review of delegation limits and methods for simplifying the decision-making process for recommendations from Cabinet to the Council.</p> <p>The Constitution Review Working Group considered the work programme at its meeting on 10 October 2023. The working group resolved to schedule these activities for consideration in 2024.</p> <p>Chief Executive and new Director of Law and Governance to review this area as a first priority.</p>  | <p>To be discussed as part of the workplan with the new Constitution Review Working Group, to make any appropriate changes.</p> <p>In addition the Council's new Director of Law &amp; Governance will review this as one of their initial actions.</p>  | Director of Law & Governance                      |

| Cabinet and Leadership |   |   |  |  |  |                            |
|------------------------|---|---|--|--|--|----------------------------|
| No.                    | Action  | Outcome   | Target date  | Progress to date   | Next steps   | Action owner               |
| <b>14<br/>BCP CEx</b>  | Members ambitions to be clearly articulated and brought alongside the Medium Term Financial Plan (MTFP)   | A re-established direct link between Member ambitions, the budget and key priorities. | February 2024  | <p>There was a disconnect between the stated ambitions of the administration and the budget discussions, mainly due to gaps in articulation of the political priorities and what is not a priority, within the context of the budget discussions. This was intended to be addressed post-election with the bringing together of the Big Plan and Corporate Strategy into a new single vision and objectives document.</p> <p>Work on the new corporate vision has begun, between Cabinet and CMB, and this will ensure that the MTFP and vision are brought in line, with a clearer statement of priorities and non-priority areas.</p> <p>The corporate vision and priorities have now completed a comprehensive programme of public consultation and will be further developed based on this feedback.</p> <p>Regular budget workshops have taken place, with officers and Members showing a commitment to balance the budget by not shying away from difficult decisions. Delivery plans underpinning the Council's new corporate vision will be developed in line with the budget.</p> | Continue to develop the corporate vision and delivery plans in line with the budget and MTFP.                                | Chief Executive and Leader |
| <b>15<br/>DLUHC</b>    | Agree a Corporate Strategy and a clear set of priorities  | A single vision and plan for the BCP area.  | <p>Original target July 2023</p> <p>Extended to February 2024 to go alongside the budget process</p> | Since May 2023 the new administration and CMB have been working together to develop a new corporate vision for the place and for the Council, that will clarify the key priorities for the Council and will guide the preparation of future budgets as set out in action 14 BCP CEx above.   | The proposed new Corporate Strategy has been considered by Cabinet for recommendation to be adopted by Council on 9 January. | Chief Executive and Leader |
| <b>15<br/>BCP CEx</b>  | Bring the Big Plan and Corporate Strategy together into a single vision statement of the key priorities for the BCP area and how the Council will work to deliver to those priorities | See action 15 DLUHC above   |  |  |  |                            |

| Cabinet and Leadership                                |   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
|---|---|---|-------------|---|--------------------|-------------------|----------------------|-------------------------|--|---|---|---------------------------------------|--|---------------------------------------|---|---|--|--------------------------------------|--|---------------------------------|--|------------------------------|
| No.   | Action  | Outcome   | Target date | Progress to date  | Next steps         | Action owner      |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| 20<br>DLUHC   | Work with the LGA to provide mentoring and support to Members   | Better development support for Cabinet members. | July 2023   | <p>All members of Cabinet have been enrolled on relevant Leadership Essentials courses with the LGA and have been offered a mentor via the Group Offices. Chairs of other committees have also been offered professional courses from the LGA and other relevant organisations. The majority of courses are due to take place in Q3 of 2023/24 due to LGA capacity issues and mentoring will continue through 2023/24.</p> <p>All Members have been through a comprehensive induction programme, as detailed in action 18 DLUHC above, as well as being given a programme of e-training, with the completion of this being followed-up with Members.</p> <p>Chief Executive continues to work closely with the LGA SW regional team to ensure appropriate support is provided and mentors have been assigned to Cabinet members as shown in the table below.</p> <p>All councillors to be invited to attend a 6-month review meeting to discuss how the Council works and any training or awareness needs they still have.</p> <table><tr><th>BCP Cabinet Member</th><th>Local gov. Mentor</th></tr><tr><td>Vikki Slade – Leader</td><td>Ruth Dombey - LB Sutton</td></tr><tr><td>Richard Burton – Children and Young People</td><td>Lucy Nethsingha – Cambridgeshire County Council</td></tr><tr><td>Millie Earl – Deputy leader and Connected Communities</td><td>Darryl Smalley – City of York Council</td></tr><tr><td>Mike Cox – Finance and Commercial operations</td><td>Tony Dale – Cotswold District Council</td></tr><tr><td>Kieron Wilson – PH Housing and Community Safety</td><td>Wayne Davies – Redcar &amp; Cleveland Council</td></tr><tr><td>Andy Martin – PH Customer, Culture and Comms</td><td>Ian Stephens – Isle of Wight Council</td></tr><tr><td>Andy Hadley – PH for Climate and Environment</td><td>Adam Paynter – Cornwall Council</td></tr></table> | BCP Cabinet Member | Local gov. Mentor | Vikki Slade – Leader | Ruth Dombey - LB Sutton | Richard Burton – Children and Young People | Lucy Nethsingha – Cambridgeshire County Council | Millie Earl – Deputy leader and Connected Communities | Darryl Smalley – City of York Council | Mike Cox – Finance and Commercial operations | Tony Dale – Cotswold District Council | Kieron Wilson – PH Housing and Community Safety | Wayne Davies – Redcar & Cleveland Council | Andy Martin – PH Customer, Culture and Comms | Ian Stephens – Isle of Wight Council | Andy Hadley – PH for Climate and Environment | Adam Paynter – Cornwall Council | <p>Continue the programme of mentoring and support for Members with the LGA.</p> <p>Continue supporting Members with their completion of the e-training.</p> | Director of Law & Governance |
| BCP Cabinet Member                                    | Local gov. Mentor   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Vikki Slade – Leader                                  | Ruth Dombey - LB Sutton   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Richard Burton – Children and Young People            | Lucy Nethsingha – Cambridgeshire County Council   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Millie Earl – Deputy leader and Connected Communities | Darryl Smalley – City of York Council   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Mike Cox – Finance and Commercial operations          | Tony Dale – Cotswold District Council   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Kieron Wilson – PH Housing and Community Safety       | Wayne Davies – Redcar & Cleveland Council   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Andy Martin – PH Customer, Culture and Comms          | Ian Stephens – Isle of Wight Council  |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| Andy Hadley – PH for Climate and Environment          | Adam Paynter – Cornwall Council   |   |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |
| 20<br>BCP CEx   | All Cabinet members, including the Leader and Deputy Leader to have formal coaches or mentors, who are experienced local government leaders | See action 20 DLUHC above                       |             |   |                    |                   |                      |                         |  |   |   |                                       |  |                                       |   |   |  |                                      |  |                                 |  |                              |



| Cabinet and Leadership      |  |  |               |   |  |  |
|-----------------------------|--|--|---------------|---|--|--|
| No.                         | Action   | Outcome  | Target date   | Progress to date  | Next steps   | Action owner                                     |
| <b>21</b><br><b>BCP CEx</b> | Review the Senior Leadership Team to increase corporate capacity to work alongside the new health structures and provide additional capacity for dealing with complex local politics | More strategic Senior Leadership team.               | January 2024  | <p>The Chief Executive has completed a review of the corporate structure, and this was agreed by the Council on 21 February. Interim appointments have been made to the vacant posts, with permanent recruitment to the new structure underway for completion during September.</p> <p>A Corporate Director of Wellbeing has been permanently recruited and has taken up her appointment. A Director of Planning and Destination has also been permanently recruited as a new starter in December 2023. Recruitment to the Director of Law &amp; Governance (and Monitoring Officer) has been completed with the successful applicant starting December 2023.</p>   | Recruitment to key posts to be completed during September, through to December, as appropriate.      | Chief Executive and Leader                       |
| <b>22</b><br><b>DLUHC</b>   | Recruit permanently to the vacant senior leadership posts  | Effective and established corporate leadership team. | November 2023 | As action 21 BCP CEx above  | As action 21 BCP CEx above   | Chief Executive and Director of People & Culture |
| <b>23</b><br><b>DLUHC</b>   | Put in place an externally facilitated development programme for the senior leadership team with individual and team programmes  | Effective and strategic corporate leadership team.   | December 2023 | <p>Directors undertook a Leadership Development programme in 2019 but there have been a number of staffing changes since this date, together with new members joining CMB following the Chief Executive's Leadership restructure in February 2023. The Council has acknowledged the need to enhance the development offer for senior leaders, with progress on:</p> <ul style="list-style-type: none"> <li>• relevant assessment tools to identify strengths in the leadership team</li> <li>• development of a central shared leadership learning platform</li> <li>• identification of individual and team skills requiring development, following a new Leadership Competency framework</li> <li>• 360 feedback</li> <li>• individual on-going executive coaching</li> <li>• reverse mentoring</li> <li>• a review of options into further externally run team leadership development programmes.</li> </ul> <p>Proposals of a development programme have been agreed by Corporate Management Board and this is progressing forward.</p> | A programme of tools to enhance our leadership development offer has been agreed and is progressing. | Director of People & Culture                     |

| Councillor Behaviours |  |  |              |  |   |                              |
|-----------------------|--|--|--------------|--|---|------------------------------|
| No.                   | Action   | Outcome  | Target date  | Progress to date   | Next steps  | Action owner                 |
| 27<br>BCP CEx         | Leading councillors to only meet with external companies or private sector representatives with an officer present, with all discussions noted | Better transparency and accountability of councillor engagement with external companies or private sector representatives. | January 2024 | <p>This has not been adopted as explicit policy and it is understood that prior to the local elections some meetings may have been held with external parties, without a formal record being kept, which represents poor practice. All meetings with private sector parties should be attended by an officer who will keep a formal record of the meeting.</p> <p>The new leadership have adopted this principle and are clear that they will not meet with private sector representatives without having an officer present, and they have been complying with this advice.</p> <p>Regular discussions are held with senior officers before any meetings take place and they generally involve senior officers attending such meetings.</p> <p>A draft revised Protocol for councillor/officer relations has been drafted and will be shared more widely, before being added to the workplan for the Constitutional Review Working Group. The draft revised protocol addresses engagement by councillors with external companies that are seeking to do business with the Council, as well as advocacy by councillors on behalf of residents during legal proceeding.</p> | Incorporate this requirement into the Constitution. | Director of Law & Governance |

| Further issues to address |   |   |             |   |   |                                      |
|---------------------------|---|---|-------------|---|---|--------------------------------------|
| No.                       | Action  | Outcome   | Target date | Progress to date  | Next steps  | Action owner                         |
| 33<br>BCP CEx             | Carry out a Governance review of all subsidiary companies | Boards of all subsidiary companies to have either officer or councillor representation, not both. | March 2024  | <p>A report concerning shareholder governance arrangements has been drafted, setting out recommendations that will apply to the shareholder governance of all council companies. The report also proposes a methodology for reviewing council companies and a timetable for completing the reviews. This report will be considered by CMB in December 2023 and will subsequently be presented to the administration.</p> <p>The report is the beginning of the review work of all council companies drawing on lessons learned from BCP FuturePlaces Ltd and on best practice sources. The company reviews will include consideration of board membership, core functions, and the annual process for commissioning and approving business plans.</p> | Approve the new shareholder governance arrangements and commence work on the reviews of individual companies. | Interim Corporate Director Resources |

| Further issues to address   |   |   |  |   |   |                              |
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| No.                         | Action  | Outcome   | Target date  | Progress to date  | Next steps  | Action owner                 |
| <b>34</b><br><b>DLUHC</b>   | Put in place a regular cycle for business plans, mid-year reviews and year-end reviews of all Council companies as part of scrutiny/decision-making processes | Good scrutiny and decision-making practices in place for all Council companies. | June 2024  | <p>This recommendation is an integral part of the governance review detailed in action 33 BCP CEx above.</p> <p>In July 2023 the Local Partnerships guidance was updated, placing greater emphasis on the importance to the Council of ensuring that the strategic fit, risks, benefits, structures, financial and governance arrangements for any proposed new entity is subject to rigorous consideration prior to approval, supported by a robust, comprehensive and credible business case.</p> <p>Likewise there is stronger focus on the need for the Council to review these arrangements on a regular ongoing basis and to ensure that the entities continue to deliver in accordance with the initial business case and subsequent annual business plans. Emphasis is also placed on the need to ensure that the entity's objectives and operations remain consistent with the Council's Corporate Strategy and that they are appropriately taken account of within the Council's oversight, audit, risk management, scrutiny and decision-making arrangements with suitable, sufficient and timely reporting and escalation of risks and issues.</p> <p>Accordingly revised checklists have been produced with additional supporting guidance notes where appropriate and should be used for any future review or assurance work.</p> | The Interim Director of Corporate Resources is undertaking a review of BCP Council Companies, and this action flows from that review.   | Director of Law & Governance |
| <b>35</b><br><b>BCP CEx</b> | Define more clearly and explicitly what is meant by a "Member-led council"  | Clear expectations of officers and councillors.                                 | October 2023   | <p>A draft paper setting out the key principles was presented to the former Leader in September 2022 but has not yet been formally taken forward. This issue was deferred for discussion with the Leader following the May 2023 elections. The final paper will be published and circulated from the end of December, once the new Director of Law and Governance has had an opportunity to review the content.</p> <p>The new leader and her administration have requested a Governance Review to commence in 2024. This review would include work around the merits of different governance models.</p>   | <p>Initial comments being discussed between the Leader and Chief Executive to create a final draft position paper.</p> <p>The Council to carry out a Governance Review in 2024.</p> | Chief Executive and Leader   |
| <b>37</b><br><b>DLUHC</b>   | Commission an external financial resilience review to inform the MTFP and budget setting  | An informed budget setting process.   | <p>October 2023</p> <p>Deferred to December 2023 due to CIPFA availability</p> | CIPFA have commenced their independent financial resilience review with a report expected in December 2023. CIPFA have delayed delivery of their report due to higher priorities requiring their limited resources to be refocussed.  | Consider the outcomes of the review.  | Director of Finance          |



| Further issues to address |   |   |             |  |  |   |
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| No.                       | Action  | Outcome   | Target date | Progress to date   | Next steps   | Action owner  |
| <b>38<br/>DLUHC</b>       | Draw up plans on how to fund the DSG deficit and manage this beyond 2026/27, as part of the DfE Delivering Better Value in SEND programme | Improved short-term and long-term impacts on the Council budget.        | July 2024   | <p>Councillors and officers need to consider the options for DSG provision and determine the most appropriate strategy, with DfE.</p> <p>DfE have invited the Council to participate in the Safety Valve intervention programme this year. The Council is considering the merits and risks of taking this up. Participation will be subject to meeting the programme's requirements, Council approval and Ministerial approval. The aim of the programme is to agree a package of reform to improve the performance of the Council's high needs system and ensure it is delivered in a sustainable way, for the benefit of children and young people, whilst bringing the dedicated school grant (DSG) deficit under control. There has been agreement to participate on the safety Valve Programme by the CEx and initial documents required for scrutiny by the DfE have been submitted.</p> <p>Detailed discussions are also taking place via the Schools Forum to increase awareness of the cause of the overspend.</p> <p>Despite best efforts and under advice from DfE commissioned advisors, we are unlikely to be able to meet the suggested timescale for Safety Valve, but negotiations continue.</p> | <p>Consider the outcomes of discussions under the Safety Valve programme.</p> <p>An internal Safety Valve Board has been set up to monitor and manage the programme.</p> | Director of Finance and Corporate Director of Children's Services |
| <b>38<br/>BCP CEx</b>     | Consider how best to manage the future risks and current costs associated with the issue of continued and growing DSG overspend           | See 38 DLUHC above  |             |  |  |   |
| <b>39<br/>BCP CEx</b>     | Re-instate a set of standalone Budget & Policy Procedure Rules in Part 4 of the Constitution  | Enhanced financial provisions, as set out in the Financial Regulations. | April 2024  | <p>The Constitution Review Working Group reviewed the requirements for standalone Budget and Policy Framework Procedure Rules within the Constitution. The Working Group acknowledged the additional safeguards that such procedure rules would provide.</p> <p>This continues to be a priority in the workplan for the Constitution Review Working Group.</p>   | Draft Procedure Rules to be drafted for consideration by the Working Group and subsequent recommendation to Council by July 2024.  | Director of Law & Governance                                      |

| Further issues to address   |  |   |  |  |  |  |
|-----------------------------|--|---|--|--|--|--|
| No.                         | Action   | Outcome   | Target date  | Progress to date   | Next steps   | Action owner                                 |
| <b>40</b><br><b>BCP CEx</b> | Improve budget management with a greater emphasis on the skills being held by service managers | Provision of accurate budget monitoring information to services.  | March 2024   | <p>As part of the Council's Transformation Programme, the Council is investing in a new comprehensive Microsoft based Enterprise Resource Planning (ERP) system to give a more comprehensive and intuitive system which brings together finance and HR and allows a greater degree of self-service by budget holders.</p> <p>The system has now been implemented (August 2023) including managers being given on-line access to their budgets. This will change the internal relationships between budget managers and the Finance function. The new system has enabled a change in culture, with service directors being held much more accountable for their individual budgets.</p> | Consider what training needs the shift of accountability generates and ensure that appropriate training is provided for budget managers. | Director of Finance                          |
| <b>41</b><br><b>DLUHC</b>   | Review the Transformation Programme to agree a realistic and deliverable programme             | Established foundations for a sustainable future for the Council. | <p>October 2023</p> <p>To be incorporated into the MTFP and 2024-25 budget in the February budget report</p> | <p>A review is underway, looking at the Transformation Programme vision and the validation of work taking place, to understand what a realistic savings plan looks like and when that can be achieved. A progress report will be taken to Cabinet on the 25 October 2023.</p> <p>A cross-party working group is being established and a progress update will be taken to the 9 October O&amp;S.</p> <p>Outcomes will be built into the MTFP and budget for February 2024 decisions re 2024/25 budget.</p> <p>This also cross-references with action 16 DLUHC.</p>  | Complete the review of all elements of the Transformation Programme and report to Cabinet on the findings.                               | Chief Executive, Leader and portfolio holder |

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| Further issues to address |  |   |             |   |   |   |
|---------------------------|--|---|-------------|---|---|---|
| No.                       | Action   | Outcome   | Target date | Progress to date  | Next steps  | Action owner  |
| <b>42</b><br><b>DLUHC</b> | Continue providing targeted support to the Children's Services improvement journey, as a priority, with adequate resources | Children's Services improvement is a clear priority for Cabinet and the Executive leadership team, with the whole Council playing a role. | Ongoing     | <p>Changes have been made to the way that commissioning services are managed for Children's Services. Commissioning moved back to Children's Services as of 1 October 2023.</p> <p>Other central services have been asked to identify how they have amended their services specifically to support the improvement journey within Children's Services.</p> <p>Service Charters are being developed to enable the corporate central services to deliver a level of service required by Children's Services.</p> <p>Mosaic issues are now being addressed through a cross-departmental working group with clear allocation of responsibilities.</p> <p>The interim Corporate Director of Resources has carried out a review of corporate support for the Children's Services Improvement Board that sets out how some of the corporate support is being targeted to the specific needs of Children's Services.</p> <p>There are a complex range of issues being addressed in this action, most of which have started and some of which have progressed well however impact of this work on the improvement plans for children is yet to be evidenced consistently.</p> <p>A report went to Cabinet in December proposing a business case for the full implementation of a new children's services delivery model by 1 October 2024 to meet strategic and operational requirements of the service and the Council, as well as achieving financial efficiencies and savings. The business case for a new service delivery model sets out an achievable plan to reshape Children's Services to continue on the improvement journey and deliver better services to children and young people at reduced cost. This is an established model based on research and best practice from high performing authorities. It will enable the service to respond to the changing children's services agenda and be flexible enough to deal with unpredicted changes, thereby building in system resilience. It will also support the delivery of an early intervention culture, assisting children's needs to be identified and met at early stages of concern to reduce the demands on statutory social care services.</p> | <p>Develop the service charters to be able to monitor how the central services have supported the improvement programme within Children's Services.</p> <p>The work in this space will be reviewed both by CMB and also through the DfE chaired improvement Boards for CSC and SEND. Improvement in this area will also be evidenced through the Ofsted inspection processes.</p> | Chief Executive and Director of Children's Services |

## Completed Actions as of November 2023

### Council Meetings and Decision Making

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| No.          | Action   | Outcome   | Target date    | Progress to date   | Next steps  | Action owner                                      |
|--------------|--|---|----------------|--|---|---|
| 1<br>BCP CEx | Elect a Chair from outside the administration, to each Overview and Scrutiny (O&S) Committee                             | Appropriate scrutiny in a No Overall Control Council, holding the Executive to account. | June 2023      | <p>Prior to elections in May 2023, opposition councillors were given a majority of positions on the principal Overview and Scrutiny committees as a result of changes in the political balance calculations. Opposition councillors appeared content to keep Conservative councillors as Chairs for the Committees where they were already in place, for the remainder of that Council term.</p> <p>Since May 2023 all O&amp;S Committees have appointed a Chair, and in most cases, a Vice-Chair, from outside of the Administration.</p>   | No further action required, but monitor longer-term   | Chief Executive and Leader                        |
| 2<br>BCP CEx | Encourage Overview and Scrutiny committees to take evidence and contributions from officers as well as portfolio holders | A more informed basis for O&S recommendations.  | December 2023  | <p>There is still a reluctance amongst the broader overview and scrutiny committees to ask questions directly of officers and there have been comments that leading councillors do not give clear answers to questions, but other councillors do not seek that clarity from officers, which they could.</p> <p>Since June there has been a noticeable shift in emphasis within the Council, with officers being invited to contribute on specific issues in Cabinet and this need needs to be extended to O&amp;S committees.</p> <p>A full Member induction programme was developed for the post-election period from May 2023 which included a session on Overview &amp; Scrutiny as part of the essential training. The session covered a number of things including the purpose of scrutiny, the role of councillors and how to be a critical friend. There is also an ongoing programme of training for O&amp;S.</p> <p>The range of inquiry from councillors and the presentation of information by officers in Overview &amp; Scrutiny Committee is much improved and could benefit from additional encouragement and awareness by councillors in asking questions and examining issues.</p> <p>The Council has reviewed the arrangements for O&amp;S and Council approved changes at the meeting held on 12 September 2023. The review introduced changes to remit, frequency and names of the committees. The same Council meeting received the O&amp;S Annual Report which included a comprehensive action plan incorporating and aligned to this action plan.</p> | <p>Continue to encourage full participation and clarity of answers in all meetings and incorporate into training for Overview and Scrutiny committee members.</p> <p>Health &amp; Adult Social Care O&amp;S continues to have officers present reports and answer questions from Members.</p> <p>Place O&amp;S, since May 2023, has requested deep dive reports into specific issues presented by officers with questions to officers and the Cabinet Member.</p> <p>Corporate &amp; Communities O&amp;S has demonstrated this change in focus and there is every sign that the incorporation of officers and indeed external experts (where appropriate) will be a normal function of O&amp;S going forward.</p> | Director of Law & Governance to keep under review |
| 5<br>BCP CEx | Ensure the party whip is not applied to O&S functions  | Reputable O&S functions.  | September 2024 | The message was reinforced and the CEx has had written confirmation from every Group Leader that the party whip or similar, will not be applied around the Overview and Scrutiny functions.  | This will continue to be monitored.   | Director of Law & Governance to keep under review |



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| <b>6<br/>BCP CEx</b>          | Leader to formally delegate to a Deputy whenever they are not available on leave   | No hold-ups/delays to decision-making/Council responses when the Leader is on leave.  | July 2023          | Clarity needs to be given as to when the Deputy Leader can exercise the functions of the Leader in their absence on leave. This has been established with the new Leader, who has given clear instructions about delegated authority whenever she takes leave.   | No further action required.  | Chief Executive                               |
| <b>7<br/>BCP CEx</b>          | All reports to be published on the statutory date, with portfolio holders available to meet those timescales - exceptions to be limited to emergency situations only | Timely and coordinated decision-making processes.   | July 2023          | Very few late reports have been published recently and timescales for publication have been adhered to more strongly. Historically this has been an issue, but Democratic Services now understand their role in refusing to issue late reports without the express permission of the Chief Executive or Director of Law & Governance in his absence.   | No further action required. The specific approval of the Chief Executive (or Director of Law & Governance in his absence) is required to publish any late items. | Chief Executive                               |
| <b>Cabinet and Leadership</b> |  |   |                    |  |  |   |
| <b>No.</b>                    | <b>Action</b>  | <b>Outcome</b>  | <b>Target date</b> | <b>Progress to date</b>  | <b>Next steps</b>  | <b>Action owner</b>                           |
| <b>9<br/>BCP CEx</b>          | Establish one or two separate portfolios for finance and transformation to be held by someone other than the Leader  | Finance and transformation are priorities for the administration and the Leader is freed up to concentrate on overall strategy and direction. | July 2023          | The new Leader has established separate portfolios for finance and transformation, separating those functions from the Leader's portfolio.   | No further action required.  | Leader  |
| <b>10<br/>BCP CEx</b>         | Reinstate regular informal Cabinet and Corporate Management Board (CMB) meetings to agree strategic priorities and key issues  | Better coordinated leadership of the Council.   | July 2023          | Regular meetings were reinstated for budget planning purposes during late 2022. Regular meetings are now taking place to discuss ongoing policy issues and budget preparation. The recent strategy week was a good example of collective policy planning. Fortnightly Cabinet Member briefings are in place with Directors and Portfolio Holders.  | Continue to engage CMB and Cabinet in joint policy discussions.  | Leader and Chief Executive                    |
| <b>11<br/>BCP CEx</b>         | The Leader, or in their absence the Deputy Leader, to attend all regular Group Leaders meetings  | Representation of the administration at Group Leader meetings.  | July 2023          | The new Leader has committed to attending Group Leader's meetings and has already demonstrated a willingness to work across the party groups in discussing the amendments to the core budget and other key issues.   | Monitor to ensure regular attendance at all Group Leader meetings by all political groups.   | Chief Executive and group leaders             |
| <b>12<br/>BCP CEx</b>         | Hold regular CMB and Shadow Cabinet briefings  | Better coordinated leadership of the Council.   | December 2023      | <p>Regular briefings were held monthly leading up to the local election in May, although the agenda was dominated by short-term immediate issues and the budget challenges. During March and April, the meetings focussed on pre-election preparations and potential new policies post-election, with both the shadow Cabinet and the Cabinet.</p> <p>Since the election no meetings have been held with the Shadow Cabinet. This has been discussed with the Opposition Leader who has proposed portfolios. CMB are contacting those shadow portfolio holders, and the Chief Executive is discussing arrangements for regular CMB and Shadow Cabinet meetings with the Leader of the Opposition.</p> <p>Leader of the Opposition has not requested regular meetings to be set up and is content with the current briefing arrangements.</p> | Discuss options and requirements with the Leader of the Opposition to establish arrangements for the new Council term.   | Chief Executive and Leader of the Opposition. |

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| <b>13<br/>BCP CEx</b> | Seek clarity regarding the ownership of Cabinet reports and who is responsible for the content, between portfolio holders and officers | Clarity of ownership and responsibility on the content of Cabinet reports. | July 2023 | <p>This recommendation has been recently resolved as the Monitoring Officer has confirmed that it is the responsibility of officers to prepare an adequate report to support decision-making, which contains all the required and relevant information.</p> <p>Portfolio holders can suggest amendments but the final decision regarding content lies with the officer drafting the report.</p> <p>Training has been provided to officers.</p>  | No further action required.   | Director of Law & Governance |
| <b>16<br/>DLUHC</b>   | Set up effective mechanisms for Member oversight and monitoring of the delivery of the Transformation Programme                        | Stronger cross-party ownership of the Transformation Programme.            | June 2023 | <p>A cross-party working group is now being established. There is insufficient knowledge of the Transformation Programme across the wider body of councillors and the outcomes that are being pursued.</p> <p>The new Leader has also established stronger arrangements to provide Cabinet leadership for the Transformation Programme, with a dedicated portfolio.</p> <p>Delivery of key elements of the programme, such as Dynamics F&amp;O has enabled access to budgets, which is changing the internal dialogue and the relationship between finance and the services. Those high-profile examples will help to exemplify the benefits of the transformation programme.</p> | <p>Ensure that the cross-party working group is properly constituted and meets regularly and determine how best to keep a wider cross-section of councillors updated as the programme progresses.</p> <p>First meeting to agree ToR and forward plan is 5 October 2023.</p> | Chief Executive and Leader   |
| <b>16<br/>BCP CEx</b> | Set up a regular cross-party working group to oversee the Transformation Programme   | See action 16 DLUHC above  |           |   |   |                              |
| <b>17<br/>BCP CEx</b> | Leader to write briefings on key information as appropriate  | Better informed councillors.   | July 2023 | <p>Prior to March there was little regular communication from the Leader to backbench councillors and a weekly email was proposed to fill some of the gaps in communications and increase trust. The new Leader has reintroduced the regular update for all councillors and is considering other options to improve communications across the Council.</p> <p>Group Leader meetings can be convened to communicate key issues, and this was the case since the receipt of the BV notice from DLUHC in August.</p>   | Continue to circulate key information to all councillors and engage in group leader meetings for specific issues.   | Leader                       |
| <b>18<br/>DLUHC</b>   | Put in place a comprehensive Member induction programme  | Effective leadership and scrutiny.   | June 2023 | <p>A full Member induction programme was developed for the post-election period from May 2023. This provides a comprehensive programme for both existing and new councillors covering all introductions to service areas, key information regarding decision-making, code of conduct and behavioural expectations, and specialist committee training. A Virtual Councillors Resource Room has also been established with useful resources.</p> <p>We are now arranging a follow-up session, particularly for new councillors to pick up any issues they might have missed or misunderstood and to gauge reactions to their first 6 months in office.</p>                          | This is ongoing and being amended and adjusted to suit emerging needs and requests from Members.  | Director of Law & Governance |
| <b>19<br/>DLUHC</b>   | Put in place an ongoing programme of Member training to include their role in overview and scrutiny                                    | Effective leadership and scrutiny.   | July 2023 | As 18 DLUHC above   | <p>Ongoing, and needs to be monitored as needs evolve.</p> <p>Also see action 3 DLUHC above.</p>  | Director of Law & Governance |

| Councillor Behaviours |   |   |                |   |  |  |
|-----------------------|---|---|----------------|---|--|--|
| No.                   | Action  | Outcome   | Target date    | Progress to date  | Next steps   | Action owner                                   |
| 24<br>BCP CEx         | Where isolated cases exist, for councillors to accept and uphold the findings and remedies of the Standards Committee   | Findings and remedies of the Standards Committee upheld, creating better working relations. | September 2023 | <p>All outstanding cases from Standards Committee were attempted to be resolved before the elections in May to ensure trust in the system is not eroded.</p> <p>Discussions have been held between the Monitoring Officer and Deputy Monitoring Officer and the Chair and Vice Chair of Standards Committee about ways to instil the Seven Principles of Public Life and the value of upholding these.</p> <p>The Standards Committee is currently dealing with the last of the series of Code of Conduct matters where Councillors declined to comply with determinations by the Chair (in consultation) to resolve matters through informal resolution. These matters will be brought before formal Standards Committee on 3 October 2023.</p> <p>The final complaints of non-compliance were reported to Council on 7 November 2023.</p> | <p>All longstanding cases have been resolved. There is at least one final outcome still to be achieved, but Standards Committee will monitor compliance.</p> <p>Further awareness-raising and training for councillor and officers, as well as possible amendments to the Constitution regarding the management of complaints under the Code of Conduct.</p> | Director of Law & Governance                   |
| 25<br>BCP CEx         | Look at ways to reduce the number of councillor complaints about other councillors  | Fewer councillor complaints about other councillors.  | January 2024   | <p>Fewer complaints have been made recently and there is evidence of councillors seeking advice and guidance on the merits of submitting complaints about other councillors.</p> <p>Few complaints have been made about individual councillors since the election in May.</p>   | Continue to monitor the number of complaints received and report these to the Standards Committee.   | Director of Law & Governance                   |
| 26<br>BCP CEx         | Look at councillor use of social media and engagement in online debates   | Considered use of social media by councillors.  | July 2023      | <p>This is an ongoing national issue which needs further development and co-operation from Group Leaders. This issue was considered likely to intensify in the run up to the local elections in May and all councillors were asked to exercise great care in their use of social media.</p> <p>Since the elections in May there have been occasional complaints about the posts of councillors and ex councillors, but it appears to have subsided.</p> <p>Specific training on appropriate use of social media has been given as part of the councillor induction programme.</p> <p>Bespoke 1-2-1 social media training has been given following specific incidents as needed.</p>   | <p>Continue to monitor.</p> <p>Additional bespoke training to be delivered in response to any specific incidents.</p>  | Director of Communications, Marketing & Policy |
| 28<br>BCP CEx         | <p>All correspondence with external parties that sets up meetings, creates obligations or</p> <p>gives instructions on behalf of the Council is sent out in the name of an officer, not from a councillor</p> | All councillor correspondence with external parties is compliant with policy.               | July 2023      | <p>The Constitution and Members: Officer protocol contains clear guidance that all external correspondence should be sent from the officers and not by councillors other than under specific circumstances.</p> <p>The new Leader is clear about this constitutional requirement.</p>   | No further action required.  | Chief Executive and Leader                     |

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| <b>29<br/>DLUHC</b>              | Work with group leaders to reset the Member/ Member and Member/ officer culture and relationships   | Improved governance, scrutiny and behaviour based on the Nolan principles.  | July 2023          | <p>As of March 2023, the Council has adopted the LGA 'Debate Not Hate' campaign promoting civility in public life. The 'Debate Not Hate' branding is being promoted in Council democracy publications (e.g. agenda for meetings) and as part of the induction and training relating to decision-making and code of conduct.</p> <p>Since May the new Council has been very clear about the need to respect and consider officer advice, and the need for professional relationships to be maintained between councillors and officers. Group leaders have undertaken to work more closely with officers and consider their advice, in line with the Council's values and behaviours. This includes treating everyone with respect, taking pride in what we do, and demonstrating integrity.</p> | Continue working in line with the Council's values and behaviours.  | Chief Executive and group leaders |
| <b>Further issues to address</b> |   |   |                    |   |   |                                   |
| <b>No.</b>                       | <b>Action</b>   | <b>Outcome</b>  | <b>Target date</b> | <b>Progress to date</b>   | <b>Next steps</b>   | <b>Action owner</b>               |
| <b>30<br/>BCP CEx</b>            | Accelerate the governance review of BCP FuturePlaces Ltd and commence the alternative Shareholder briefings, including opposition councillors | Governance of BCP FuturePlaces reflects good practice and the relationship with the Council is redefined.   | January 2024       | The decision to close down FuturePlaces Limited was taken by Cabinet on 27 September 2023. The development and investment activities of the company are being brought in-house, with the TUPE transfer of staff taking place on 1 November 2023.  | <p>The TUPE transfer to be completed and staff inducted into new structure 1 November 2023.</p> <p>Transfer of company assets to the Council to be concluded following valuation, target date 30 November 2023.</p> <p>Planned closedown of company by 31 March 2024.</p> | Chief Operations Officer          |
| <b>31<br/>BCP CEx</b>            | Review the funding regime of BCP FuturePlaces Ltd, considering a mixed model of funding   | Reduced risk in the funding regime of BCP FuturePlaces for them and the Council.  | January 2024       | <p>The Council recognises that the current funding model is likely not to be sustainable and so other options are being considered. A full review of the future operations of BCP FuturePlaces will be taken to Cabinet in September 2023.</p> <p>The recommendation to bring FuturePlaces in house removes the Loan model of funding and brings development and regeneration funding into revenue and where eligible capital local authority funding.</p>  | See action 30 BCP CEx above.  | Chief Executive and Leader        |
| <b>32<br/>DLUHC</b>              | Agree a business plan for BCP FuturePlaces Ltd setting out a clear portfolio of priority projects with timescales for delivery                | Clear purpose for BCP FuturePlaces with a portfolio of priority projects, non-core schemes programmed and timescales for delivery, balancing the projected workload and pipeline. | September 2023     | <p>The former Chair of the non-execs, Lord Kerslake, was working on a governance and workload review prior to his passing. This work has now been concluded by the remaining non-exec directors and will be presented to Cabinet in September 2023.</p> <p>The 27 September Cabinet report presents the outcome of a review of all FuturePlaces work and recommends a reprioritised focused development programme, with three clear priority sites, Holes Bay, Dolphin Leisure Centre and BIC/Winter Gardens.</p>   | See action 30 BCP CEx above.  | Chief Executive and Leader        |
| <b>32<br/>BCP CEx</b>            | The Council and BCP FuturePlaces Ltd to jointly consider the scope of regeneration projects being pursued                                     | See 32 DLUHC above  |                    |   |   |                                   |



|               |   |  |                |   |   |                     |
|---------------|---|--|----------------|---|---|---------------------|
| 36<br>DLUHC   | Draft proposals for a sustainable Medium Term Financial Plan (MTFP) and three-year budget | A sound budget-setting process, with the budget and MTFP working within existing rules and frameworks. | September 2023 | <p>The budget for 2023/24 is entirely based on traditional methods of local government financing, but carries significant risk, which has been articulated in the budget covering report. This approach received cross-party support and was the basis for all options considered by the Council on 21 February 2023.</p> <p>Any suggestions for alternative funding routes, based on regeneration proposals will be used to fund regeneration and those specific schemes, and not considered as possible means to support the mainstream revenue budget.</p> | No further action on this specific point, but the MTFP is challenging, and councillors and officers are working together to balance the budget for 2024/25. | Director of Finance |
| 36<br>BCP CEx | Create a budget and MTFP based on traditional methods of local government finance         | See 36 DLUHC above   |                |   |   |                     |

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## OVERVIEW AND SCRUTINY BOARD



|                            |   |
|----------------------------|---|
| Report subject             | <b>Council Companies - Shareholder Governance Review</b>  |
| Meeting date               | 8 January 2024  |
| Status                     | Public Report   |
| Executive summary          | <p>This report sets out the action taken to ensure appropriate and effective governance of Council owned companies including the independent governance review undertaken by DLUHC, a self-assessment review of Council-owned companies undertaken by the Council's internal audit team, and the governance review undertaken by the Interim Chair of BCP FuturePlaces Ltd which considered lessons learnt over the first year of operation.</p> <p>Following the work undertaken above and the subsequent closure of BCP FuturePlaces Ltd, a review of shareholder governance arrangements for all Council-owned companies was undertaken by the Interim Corporate Director of Resources in November 2023.</p> <p>The review recommends changes designed to provide clearer understanding of the respective roles, decision-making arrangements, and improved accountability along with next steps for implementation.</p> |
| Recommendations            | <p><b>It is RECOMMENDED that:</b></p> <p><b>Overview &amp; Scrutiny Committee considers the proposed shareholder governance arrangements, and the proposed plan and methodology for reviewing council companies, and reports its views to Cabinet on 10/1/2024.</b></p>   |
| Reason for recommendations | To ensure that all Council owned companies operate within effective and transparent governance.   |

|                      |  |
|----------------------|--|
| Portfolio Holder(s): | Cllr Jeff Hanna, Portfolio Holder for Transformation and Resources |
| Corporate Director   | Ian O'Donnell - Interim Corporate Director of Resources            |
| Report Authors       | Ian O'Donnell  |

|                |                 |
|----------------|-----------------|
| Wards          | Not applicable  |
| Classification | For Information |

## Background

1. In response to concerns voiced by the Minister of State about the financial management of the Council in a letter to the Council leader in September 2022, the Council agreed to commission an independent governance review. The relationship with BCP FuturePlaces Limited was a specified component of this review, and the review was completed in June 2023. It recognised concerns regarding BCP FuturePlaces Limited, including the governance structure, which did not reflect good practice in terms of governance, mission creep, and a lack of clarity around the priority projects.
2. The review found that the Council should review its original purpose for FuturePlaces and agree an annual business plan that sets out clear priority projects and timescales for delivery, and also that the Council would benefit from having a more co-ordinated approach to carrying out its governance role by setting out a clear timetable for agreeing the annual business plans for all the companies and receiving mid-year and end of year reviews.
3. A review was carried out by Internal Audit based on the principles outlined in the 2021 “Local Authority Company Review Guidance” published by Local Partnerships (a joint venture between HM Treasury, the Local Government Association, and the Welsh Government. The aim of which is to provide guidance to Local Authorities in ensuring that their company ‘governance structures and processes for managing risk are sufficiently robust’ and that ‘the entities are meeting Council’ expectations, delivering real benefits and providing value for money”.
4. The Draft Governance Briefing Note produced by the Internal Audit Team is included at Appendix 4. The review produced an action plan based primarily on the degree to which it found the Council was complying with the guidance. It also produced checklists that it recommended should be used by officers to strengthen governance arrangements and by Internal Audit to inform future risk-based audit planning.
5. The review noted that the Local Partnerships guidance was updated in July 2023, placing greater emphasis on the importance to the Council of ensuring that the strategic fit, risks, benefits, structures, financial and governance arrangements for any proposed new entity is subject to rigorous consideration prior to approval, supported by a robust, comprehensive, and credible business case.
6. The update placed a stronger focus on the need for the Council to review these arrangements on a regular ongoing basis and to ensure that the entities continue to deliver in accordance with the initial business case and subsequent annual business plans.
7. Emphasis was also placed on the need to ensure that the entity’s objectives and operations remain consistent with the Council’s corporate strategy and that they are appropriately taken account of within the Council’s oversight, audit, risk management, scrutiny and decision-making arrangements with suitable, sufficient, and timely reporting and escalation of risks and issues.

8. At the same time a review was carried out by the Interim Chair and Non-Executive Directors of FuturePlaces which identified similar issues to those identified above including a lack of shared vision and alignment in terms of aims and objectives, concern over the breadth of work being undertaken, and capacity – from both a resource and funding perspective - to deliver all the projects in the company portfolio.

### **Lessons Learnt from BCP FuturePlaces Limited**

9. The Council took the decision to close BCP FuturePlaces Limited in September 2023 and bring its development and investment activities in-house by the end of March 2024. The lessons learnt are set out below:
10. **Clarity Concerning Roles and Responsibilities:** it is the Council's responsibility to perform the role of shareholder. There should be clear dividing lines between the role of the company and the role of the shareholder. It is now broadly accepted that there is no place for elected members on the board of Council companies since companies are delivery vehicles and not an appropriately transparent and accountable forum for making Council policy. Any Council officers appointed to the board of a Council company must have regard to their responsibilities to the Council and to the company, which may point to a conflict of interests that must be recognised and resolved. Where possible company boards should be populated with directors with appropriate knowledge and experience of running a company, with industry-related expertise.
11. **Capacity of the Shareholder Function:** the Council's shareholder team was reduced due to budgetary pressures from the initially envisaged team of 6 to 2. Also, the Council effectively removed any regeneration expertise from the shareholder side when the company was established. This created difficulties for the Council in performing the shareholder role, both in terms of capacity and in terms of commissioning expertise and support for members.
12. **Shareholder Decision Making:** the process for shareholder decision-making requires operational, strategic, and political input, and the governance should reflect this and allow space for the necessary conversations and analysis at each level. Officers report that there was blurring of the respective roles of members and officers, with unclear and informal routes for operational decision-making and policy-making in the run up to formal decisions being made.
13. **Commissioning:** the Council, as shareholder, should ensure its commissioning is clear and reflects the corporate strategy and the priorities of the administration. In turn, the company should be clear about the work that has been commissioned and focus upon delivery. In practice, it has been reported that the company sometimes initiated work without a clear commission. This is in part due to mixed messages from the shareholder about the scope to do so, exacerbated by a mixture of formal and informal methods of communication. The agreed process also allowed projects to develop within the company with only a very high-level view of the projects being provided to the shareholder until the Outline Business Case stage, at which point the company had in some cases made significant financial and resource commitments.
14. **Prioritisation:** The company business plan should respond to the shareholder's commissioned priorities, setting out its proposals for delivery and resourcing. The approach in practice was to progress all schemes simultaneously. This put pressure

on company resources, requiring additional capacity to be procured from consultants, and also put pressure on Council resources.

15. **Flows of information:** the shareholder requires timely information from the company in order to plan its own activities in support of the company as well as hold the company to account for delivery. Shareholder capacity to request, manage, process, and respond to information, or the absence of it, is essential. Officers have observed that information was not shared, or not shared in a timely way. For example, detailed information about programming was not provided through the annual business plan, nor subsequently.
16. **KPIs:** the shareholder is responsible for holding the company to account for performance, and this means there should be objective measures that can be applied. Typically, this will be financial targets or project milestones. In relation to FuturePlaces officers reported an absence of KPIs and there being no clear definition of what success will look like. This is related to concerns about information flows.
17. **Financial Management:** the shareholder's commissioning role also includes making arrangements to fund the activities of the company. Where the activities are funded directly by the Council through working capital loans, there is also a 'lender' role to consider. The interaction between commissioning and lending roles should be managed in a clear way. It is the responsibility of the company directors to ensure that the company remains a going concern and thus cash flow planning should be a focus for both the company and the shareholder. The business plan should be regularly reviewed to respond to changes in the economic circumstances.
18. **Legal Documentation:** there should be a complete set of documents setting out the relationship between the parties, and these should be in line with company law and best practice. Whilst the overarching documents were completed, due to disagreement between the parties the Commissioning Agreement and the Resourcing Agreement which covered the detail of the working arrangements were not finalised. These documents should be reviewed over time to ensure that they remain fit for purpose and reflect current Council requirements and priorities.
19. **Resolution of Disagreements / Disputes:** there is evidence of difficulty being experienced by the parties in resolving disagreements and disputes. For example, officers have noted differences in understanding between the Council and the company in relation to how the financial model works. Another example is the company's focus on the 'Stewardship Approach' to investment, based on the Building Better, Building Beautiful philosophy, which appears to have caused the business plan to diverge from the shareholder's intentions.

### **Future Governance Arrangements and Next Steps**

20. The Council will manage its companies in line with the lessons learnt and best practice guidance. The proposed arrangements for shareholder governance are set out in Appendix 1.
21. Key points to note are:
  - The role of Cabinet is to set the strategic direction in line with the Administration's priorities and approve the annual business plan for each company, and this is achieved through formal decision making at Cabinet meetings. Officers are

responsible for working with the company to develop the business plan and for presenting it to Cabinet.

- The role of Scrutiny is to contribute constructive views and advice to Cabinet on matters related to the delivery of policy objectives through Council companies, and to hold the Administration to account for its performance as a shareholder and for the performance of the companies. Officers are responsible for supporting Scrutiny to perform its role, and reports to Scrutiny concerning companies will be presented to Scrutiny meetings by officers or by Cabinet members / the portfolio lead. It is not expected that representatives of Council companies would attend Scrutiny meetings or respond directly to questions from Scrutiny members.
  - Officer arrangements for supporting Cabinet and for operational discharge of the shareholder role are also set out in Appendix 1. This includes a Shareholder Briefing, at which Cabinet members and the Portfolio Lead are briefed by officers on company matters. This is where any discussions of policy/strategy or other changes to the business plan for a company will take place. The draft terms of reference for this meeting are attached at Appendix 2. The Shareholder Operations Board is an officer board at which the strategic management of companies is undertaken. The draft terms of reference for this meeting are attached at Appendix 3. It oversees the work of the individual 'commissioning' teams operating within the field of operational activity of the company (e.g. seafront operations, regeneration) that take responsibility for the day-to-day management of the individual companies.
22. The Council will implement the new governance arrangements with immediate effect.
23. The Council will conduct a review of each Council company, building on the draft work carried out by the Council's Internal Audit team, as set out in Appendix 4. This appendix is included to provide examples of the methodology and how it will be applied. This work will be completed by the end of March 2024.
24. Where needed, an action plan will be developed in relation to each company to bring arrangements in line with the best practice standard. For some time, the council has been working towards company boards that contain either members or officers but not both. It will now move towards officer only representation on company boards, and this will be dealt with through the company reviews. It is noted that in some cases members are already appointed to company boards and such arrangements will continue until such time as the review is completed and a new arrangement can be phased in.
25. The results of these reviews will be reported to Cabinet in July 2024 together with the associated action plans.

### **Scope**

26. This review is concerned with the council's shareholder activity. The council's interests in charitable trusts are considered to be out of scope for this review as a different approach to governance may be required as a result of each specific charitable scheme.
27. All companies where the council is a shareholder are in scope, and these entities are listed below:
- BCP FuturePlaces Limited

- Bournemouth Development Company LLP (a 50:50 partnership between BCP Council and Community Solutions for Regeneration (Bournemouth) Limited – a subsidiary of Muse Places Ltd, a Morgan Sindall Group company)
- Bournemouth Building & Maintenance Limited
- Seascope Group Limited (including its subsidiaries Seascope South Limited and Seascope Homes and Property Limited)
- Aspire Adoption Limited
- Tricuro Ltd and Tricuro Support Limited (currently jointly owned with Dorset Council).

### **Options Appraisal**

28. An options appraisal is not applicable for this report, as it recommends the council following best practice guidance.

### **Summary of financial implications**

29. Adopting effective and transparent governance structures and processes for Council-owned companies will ensure that risk management is sufficiently robust, that companies remain strategically aligned to Council priorities, focus is aimed at delivering real benefits whilst providing value for money, and annual business plans are subject to rigorous consideration prior to approval, with projects supported by robust, comprehensive, and credible business cases.

### **Summary of legal implications**

30. An effective and transparent governance process for Council-owned companies will ensure appropriate Council oversight, audit, risk management, scrutiny and decision-making arrangements are in place.
31. The Council must provide specific training to officers who are to be appointed as company directors to ensure they are equipped with the necessary skills and knowledge to undertake their roles and comply with the duties of the Companies Act 2006.

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

32. The Council will provide specific training to officers who are to be appointed as Company Directors to ensure they are equipped with the necessary skills and knowledge.

### **Summary of sustainability impact**

There are no direct sustainability impact implications from this report.

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

There are no direct public health implications from this report.

### **Summary of equality implications**

There are no direct equality implications from this report.

### **Summary of risk assessment**



Failure to have appropriate and effective governance for Council owned companies which ensures accountable and transparent processes are in place puts the Council at risk of challenge.

**Background papers**

None

**Appendices**

Appendix 1 - Shareholder Governance

Appendix 2 - Shareholder Advisory Board – Draft Terms of Reference

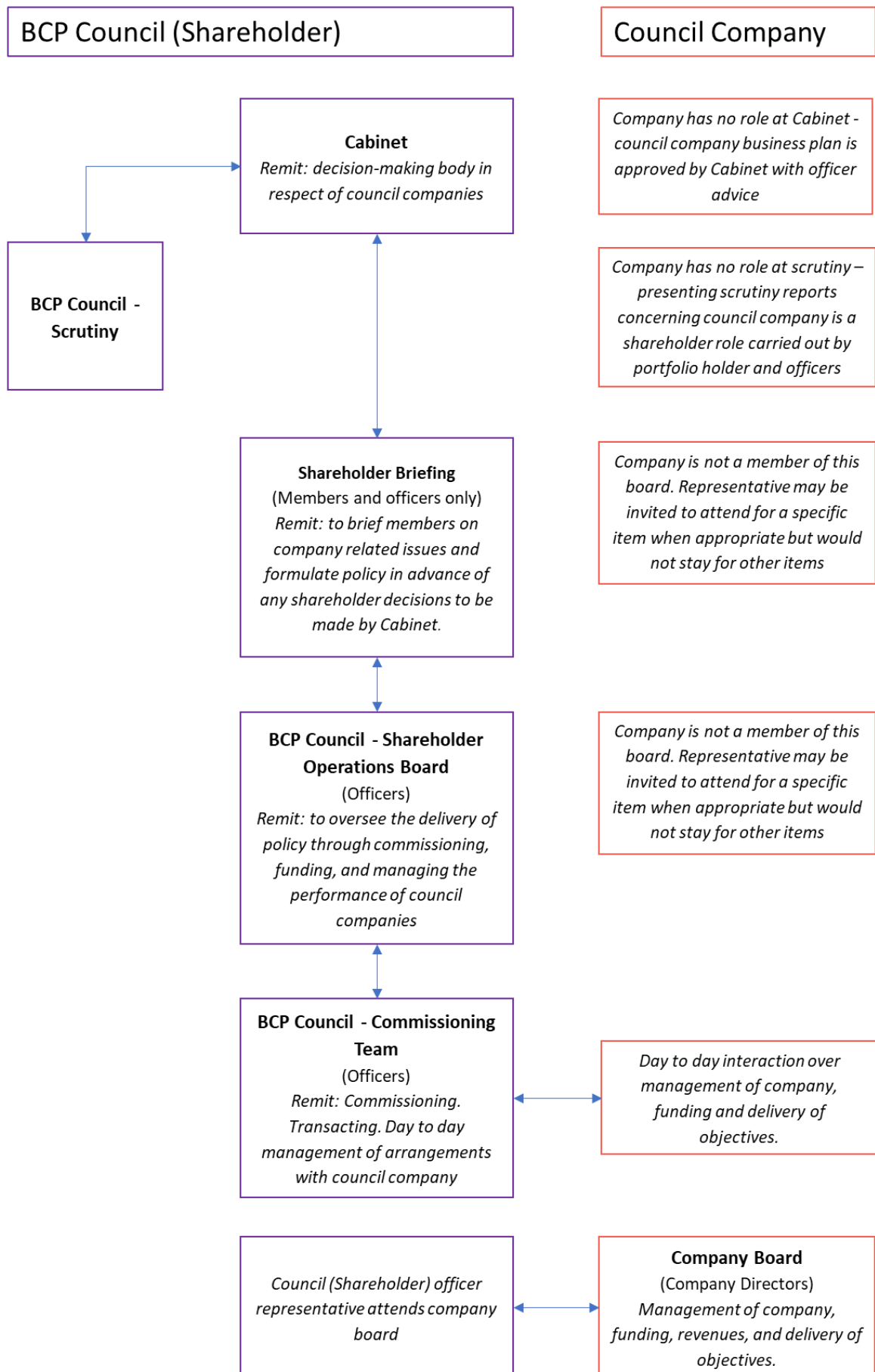
Appendix 3 - Shareholder Operations Board

Appendix 4 - Internal Audit – DRAFT Briefing Note

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# Appendix 1

## Shareholder Governance Arrangements



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## **Appendix 2: Shareholder Advisory Board – Draft Terms of Reference**

### Responsibilities

To formulate the policy direction for Council companies prior to formal consideration and adoption by Cabinet, including:

- To consider proposals from the Shareholder Operations Board for Council company creation, liquidation, disposal and acquisition, appointment of directors, annual business plan, governance, and financing.
- To receive and consider reports on company performance.

### Membership

Leader of the Council  
Finance Portfolio Holder  
CEO  
COO  
Corporate Director of Resources  
Director of Finance  
Director of Law and Governance

Other officers, Portfolio Holders, and Portfolio Leads may be invited to attend specifically for items that fall within their remit, present reports, or otherwise support the meeting as required.

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## **Appendix 3: Shareholder Operations Board**

### Responsibilities

- To service the Shareholder Advisory Board.
- To oversee the implementation of decisions by Cabinet concerning Council companies.
- To oversee the commissioning of work from Council companies.
- To oversee the due diligence upon and validation of the business plan received from Council companies prior to presentation to the Shareholder Advisory Board.
- To oversee the funding arrangements for Council companies.
- To oversee the performance of Council companies.

### Membership

BCP Council officers only, including:  
CEO (Shareholder Representative)  
Chief Operations Officer  
Corporate Director Resources  
Director of Finance  
Director of Law and Governance

Commissioning teams and other Council officers as required.

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## Appendix 4

### INTERNAL AUDIT

#### Infrastructure: Council Wholly / Partly-Owned Entities

#### Governance Self-Assessment DRAFT Briefing Note



#### A. Executive Summary

##### Background and Methodology

This self-assessment review was instigated by Internal Audit to support the Council in evaluating the adequacy of its control framework relating to the following wholly or partly-owned entities:

- BCP FuturePlaces
- Bournemouth Development Company LLP (a 50:50 partnership between BCP Council and Muse Places, a Morgan Sindall Group company)
- Bournemouth Building & Maintenance Limited
- Seascope Group Limited (including its subsidiaries Seascope South Limited and Seascope Homes and Property Limited)

This work was based on the principles outlined in the 2021 *“Local Authority Company Review Guidance”* published by Local Partnerships (a joint venture between HM Treasury, the Local Government Association and the Welsh Government), the aim of which is to provide guidance to Local Authorities in ensuring that their company *“governance structures and processes for managing risk are sufficiently robust”* and that *“the entities are meeting Councils’ expectations, delivering real benefits and providing value for money”*.

Self-assessment checklists were created for completion by relevant officers focussing on two different perspectives:

1. Client Side: The Council’s governance arrangements for overseeing its wholly-owned entities and holding them to account
2. Entity Side: Establishment of effective governance arrangements within the entities themselves

##### Key Findings

Checklist responses and associated future actions proposed by officers have been collated and summarised in Section B below and, along with additional recommendations made by Internal Audit, form the basis of the action plan set out in Section B. They have formed an input to the Council’s 2022/23 Annual Governance Statement and, going forward, will be used by officers to strengthen governance arrangements and by Internal Audit to inform future risk-based audit planning.

Appropriate officers could not be identified to complete the client-side self-assessment checklists for the two Housing companies (BBML and Seascope Group) following the departure of the extant Director of Housing and other subsequent changes in senior personnel. This issue has been raised with the Director of Housing & Communities and a recommendation has been added to Section B accordingly.

The Director of Regeneration and Company Secretary completed the remainder of the checklists and have left the organisation since the self-assessment was completed. The Head of Delivery – Regeneration has taken over the client-side responsibility for FuturePlaces and Bournemouth Development Company, reporting to the Director of Infrastructure. The Head of Democratic Services is now responsible for ensuring that the Company Secretary duties are fulfilled.

Additionally, since the self-assessments were completed, a decision was made by Cabinet in September 2023 to close the BCP FuturePlaces company and bring its development and investment

activities in-house by the end of March 2024. In view of this, actions arising from the self-assessment are included here for completeness but are for information only.

## Updated Guidance

In July 2023 the [Local Partnerships guidance](#) was updated, placing greater emphasis on the importance to the Council of ensuring that the strategic fit, risks, benefits, structures, financial and governance arrangements for of any proposed new entity is subject to rigorous consideration prior to approval, supported by a robust, comprehensive and credible business case.

Likewise there is stronger focus on the need for the Council to review these arrangements on a regular ongoing basis and to ensure that the entities continue to deliver in accordance with the initial business case and subsequent annual business plans. Emphasis is also placed on the need to ensure that the entity's objectives and operations remain consistent with the Council's corporate strategy and that they are appropriately taken account of within the Council's oversight, audit, risk management, scrutiny and decision-making arrangements with suitable, sufficient and timely reporting and escalation of risks and issues.

Accordingly revised checklists have been produced with additional supporting guidance notes where appropriate and should be used for any future review or assurance work. These are set out in Section C - Appendices of this report.

|                             |  |                       |
|-----------------------------|--|-----------------------|
| <b>Issued on behalf of:</b> | Nigel Stannard, Head of Audit & Management Assurance (Chief Internal Auditor)  |                       |
| <b>Author</b>               | Mina Beckett, Audit Manager  |                       |
| <b>Date</b>                 | October 2023   | Version Number: v2.00 |
| <b>Distribution</b>         | Julian McLaughlin, Director of Infrastructure<br>Kelly Ansell, Director of Housing & Communities<br>Jess Gibbons, Chief Operations Officer<br>Ian O'Donnell, Corporate Director for Resources<br>Sarah Good, Head of Delivery – Regeneration<br>Richard Jones, Head of Democratic Services |                       |

## B. Self-Assessments & Action Plans

Self-assessment checklists were completed in respect of each entity as at the end of the 2022/23 financial year, the detailed output of which can be seen in B2 below. Actions arising from these assessments are captured in B1 below with additional recommendations made by Internal Audit arising both from the completion of the original checklists and the updated guidance published in July 2023.

### B1. Summary of Actions by Entity

#### B1.1 BCP Future Places (FP)

| Self-Assessment Action / Internal Audit Recommendation                                | Responsible Officer | Target Implementation Date |
|---|---------------------|----------------------------|
| <b>Council (Client) Side</b>  |                     |                            |
| All actions have been superseded as work is underway to bring Future Places in-house. |                     |                            |

| Self-Assessment Action / Internal Audit Recommendation                                | Responsible Officer | Target Implementation Date |
|---|---------------------|----------------------------|
| <b>Future Places (Entity) Side</b>  |                     |                            |
| All actions have been superseded as work is underway to bring Future Places in-house. |                     |                            |

#### B1.2 Bournemouth Development Company (BDC)

| Self-Assessment Action / Internal Audit Recommendation   | Responsible Officer      | Target Implementation Date |
|--|--------------------------|----------------------------|
| <b>Council (Client) Side</b>   |                          |                            |
| <b>0. Internal Audit Recommendations</b>   |                          |                            |
| <u>Action</u> : Revised self-assessment checklists should be completed to update and re-assess the Council's governance arrangements in respect of BDC.                        | Director of Regeneration | 31.03.2024                 |
| <b>1. Governance Aims</b>  |                          |                            |
| <b>C1. The Council and senior management recognise the importance of establishing appropriate and proportionate governance arrangements for the oversight of entities</b>      |                          |                            |
| <u>Action</u> : BDC Board to review the Partnership Business Plan (PBP) previously approved in July 2021 to consider stalled pipeline and BCP Council 2023/24 budget position. | Director of Regeneration | 31.12.2023                 |

| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer      | Target Implementation Date |
|---|--------------------------|----------------------------|
| <b>C2. There is a culture of challenge and clarity relating to the purpose, efficiency, effectiveness, specific objectives, and freedoms of the entity</b>  |                          |                            |
| <u>Action:</u> BDC to revert to a rolling 5 year Partnership Business Plan (the last of which was approved in July 2021) pending BCP Council budget position update.  | Director of Regeneration | 31.12.2023                 |
| <b>4. Business Case for the Entity</b>  |                          |                            |
| <b>C14. A business case which assessed the risk involved in establishing the entity and recommended its establishment, taking account of other potential delivery models, should be available to review</b>   |                          |                            |
| <b>C15. Objectives of the entity should be clearly defined and documented, and regularly reviewed to ensure that its operation continues to support Council policy and strategy, including periodically reviewing the business case to ensure it is still valid</b> |                          |                            |
| <u>Action:</u> See C1 and C2 above.   |                          |                            |
| <b>5. Agreements with the Entity</b>  |                          |                            |
| <b>C17. All agreements are clear, up-to-date and regularly monitored and reviewed, with any changes to agreements documented so that a clear audit trail exists</b>   |                          |                            |
| <u>Action:</u> See C1 and C2 above.   |                          |                            |

| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer      | Target Implementation Date |
|---|--------------------------|----------------------------|
| <b>Bournemouth Development Company (Entity) Side</b>  |                          |                            |
| <b>0. Internal Audit Recommendations</b>  |                          |                            |
| <u>Action:</u> Revised self-assessment checklists should be completed to update and reassess BDC's internal governance arrangements.  | Director of Regeneration | 31.03.2024                 |
| <b>2. Business Planning</b>   |                          |                            |
| <b>E2. There should be evidence of an up-to-date business plan that is reflective of the current circumstances and environment in which the entity operates</b>   |                          |                            |
| <u>Action:</u> See C1 and C2 above.   |                          |                            |
|   |                          |                            |
|   |                          |                            |
| <b>10. Financial Management</b>   |                          |                            |
| <b>E20. There should be a fully documented and approved business plan that is consistent with and no more than 12 months older than the previous business plan. The changes within the updated business plan should accord with the trajectories that are apparent from monthly financial and non-financial performance reports</b> |                          |                            |
| <b>E21. The financial transactions and values attributable to the company within the Council's medium term financial plan should agree with the projections in the business plan</b>  |                          |                            |
| <u>Action:</u> See C1 and C2 above.   |                          |                            |

| B1.3 Bournemouth Building & Maintenance Limited (BBML)   |                                   |                            |
|--|-----------------------------------|----------------------------|
| Self-Assessment Action / Internal Audit Recommendation   | Responsible Officer               | Target Implementation Date |
| <b>Council (Client) Side</b>   |                                   |                            |
| <b>0. Internal Audit Recommendations</b>   |                                   |                            |
| <u>Action:</u> An appropriate senior officer should be designated as the Council's lead for BBML and updated self-assessment checklists completed to capture and assess the Council's governance arrangements for the company.     | Director of Housing & Communities | 31.03.2024                 |
| Self-Assessment Action / Internal Audit Recommendation   | Responsible Officer               | Target Implementation Date |
| <b>Bournemouth Building &amp; Maintenance Ltd (Entity) Side</b>  |                                   |                            |
| <b>0. Internal Audit Recommendations</b>   |                                   |                            |
| <u>Action:</u> Revised self-assessment checklists should be completed to update and reassess BBML's internal governance arrangements.  | Head of Democratic Services       | 31.03.2024                 |
| <b>3. Role and Behaviour of the Board</b>  |                                   |                            |
| <b>E4. There should be evidence of delivery of strategies and plans, including scrutinising key operational and finance performance information</b>  |                                   |                            |
| <u>Action:</u> Develop Director induction process and ongoing training programme including provision of challenge and scrutiny once new Board members are appointed following the May 2023 election.                               | Head of Democratic Services       | 31.03.2024                 |
| <b>E5. There should be evidence of desired culture and behaviours</b>  |                                   |                            |
| <u>Action:</u> Corporate Values to be developed once the new Board members are appointed following the May 2023 election.  | Head of Democratic Services       | 31.03.2024                 |
| <b>4. Role and Behaviours of Company Directors</b>   |                                   |                            |
| <b>E8. There should be evidence that directors have sufficient skills and experience to run the entity</b>   |                                   |                            |
| <b>E9. There should be evidence that directors' behaviours are aligned with the requirements of the Companies Act 2006 and the Nolan principles as well as Cabinet Office's Code of Conduct for Board Members of Public Bodies</b> |                                   |                            |
| <u>Action:</u> See E4 above.   |                                   |                            |
| <b>E10. The scope of directors' authorities should be documented and clear to all parties</b>  |                                   |                            |
| <u>Action:</u> All powers noted in the statutory documents of the Company to be detailed in the Director induction programme to be rolled-out following changes to be made to Boards after the May 2023 election.                  | Head of Democratic Services       | 31.03.2024                 |

| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer         | Target Implementation Date |
|---|-----------------------------|----------------------------|
| <b>5. Company Board Composition</b>   |                             |                            |
| <b>E11. There should be evidence that the board has a diverse membership with the collective skills and attributes needed to lead the entity effectively</b>  |                             |                            |
| <b>E12. There should be evidence that board membership is reviewed regularly for composition and fitness for purpose</b>  |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |
| <b>6. The Board and Risk Management</b>   |                             |                            |
| <b>E13. There should be evidence that the board understands the organisation's risk profile and the effectiveness of key controls and regularly reviews risks and risk appetite</b>                                     |                             |                            |
| <u>Action:</u> Risk register to be developed for the Company to support discussion of risk at Board meetings.   | Head of Democratic Services | 31.03.2024                 |
| <b>7. Board Members' Skills and Development</b>   |                             |                            |
| <b>E14. There should be documented evidence that the board regularly undertakes a skills audit to ensure that it has an appropriate balance of skills and experience</b>  |                             |                            |
| <b>E15. There should be evidence of ongoing professional training provided to ensure that all board members are up-to-date in their understanding and supported in their roles</b>                                      |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |
| <b>8. The Role of Executive Directors and Non-Executive Directors</b>   |                             |                            |
| <b>E16. There is evidence that the role of executive directors is clearly defined and documented</b>  |                             |                            |
| <b>E17. Non-executive directors are in place to bring an independent judgement to bear on issues of subject matter expertise, strategy, performance, resources including key appointments, and standards of conduct</b> |                             |                            |
| <b>E18. There is documented evidence that the board values the role of non-executive directors, and their views are influential in the board's decisions</b>  |                             |                            |
| <u>Action:</u> The possibility of finding voluntary non-executive directors will be examined again following the May 2023 election.   | Head of Democratic Services | 31.03.2024                 |
| <b>9. The Role of the Board Chair</b>   |                             |                            |
| <b>E19. There is evidence that the chair provides clear board leadership, supporting the directors and chief executive and taking account of the shareholders views</b>   |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |

| B1.4 Seascope Group & Subsidiaries (SG)   |                                   |                            |
|---|-----------------------------------|----------------------------|
| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer               | Target Implementation Date |
| <b>Council (Client) Side</b>  |                                   |                            |
| <b>0. Internal Audit Recommendations</b>  |                                   |                            |
| <u>Action:</u> An appropriate senior officer should be designated as the Council's lead for the Seascope Group and its subsidiaries and updated self-assessment checklists completed to capture and assess the Council's governance arrangements for the Group and constituent companies. | Director of Housing & Communities | 31.03.2024                 |
| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer               | Target Implementation Date |
| <b>Bournemouth Building &amp; Maintenance Ltd (Entity) Side</b>   |                                   |                            |
| <b>0. Internal Audit Recommendations</b>  |                                   |                            |
| <u>Action:</u> Revised self-assessment checklists should be completed to update and reassess Seascope Group and its subsidiaries' internal governance arrangements.   | Head of Democratic Services       | 31.03.2024                 |
| <b>3. Role and Behaviour of the Board</b>   |                                   |                            |
| <b>E4. There should be evidence of delivery of strategies and plans, including scrutinising key operational and finance performance information</b>   |                                   |                            |
| <u>Action:</u> Develop Director induction process and ongoing training programme including provision of challenge and scrutiny once new Board members are appointed following the May 2023 election.  | Head of Democratic Services       | 31.03.2024                 |
| <b>E5. There should be evidence of desired culture and behaviours</b>   |                                   |                            |
| <u>Action:</u> Corporate Values to be developed once the new Board members are appointed following the May 2023 election.   | Head of Democratic Services       | 31.03.2024                 |
| <b>4. Role and Behaviours of Company Directors</b>  |                                   |                            |
| <b>E8. There should be evidence that directors have sufficient skills and experience to run the entity</b>  |                                   |                            |
| <b>E9. There should be evidence that directors' behaviours are aligned with the requirements of the Companies Act 2006 and the Nolan principles as well as Cabinet Office's Code of Conduct for Board Members of Public Bodies</b>  |                                   |                            |
| <u>Action:</u> See E4 above.  |                                   |                            |
| <b>E10. The scope of directors' authorities should be documented and clear to all parties</b>   |                                   |                            |
| <u>Action:</u> All powers noted in the statutory documents of the Company to be detailed in the Director induction programme to be rolled-out following changes to be made to Boards after the May 2023 election.   | Head of Democratic Services       | 31.03.2024                 |

| Self-Assessment Action / Internal Audit Recommendation  | Responsible Officer         | Target Implementation Date |
|---|-----------------------------|----------------------------|
| <b>5. Company Board Composition</b>   |                             |                            |
| <b>E11. There should be evidence that the board has a diverse membership with the collective skills and attributes needed to lead the entity effectively</b>  |                             |                            |
| <b>E12. There should be evidence that board membership is reviewed regularly for composition and fitness for purpose</b>  |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |
| <b>6. The Board and Risk Management</b>   |                             |                            |
| <b>E13. There should be evidence that the board understands the organisation's risk profile and the effectiveness of key controls and regularly reviews risks and risk appetite</b>                                     |                             |                            |
| <u>Action:</u> Risk register to be developed for the Company to support discussion of risk at Board meetings.   | Head of Democratic Services | 31.03.2024                 |
| <b>7. Board Members' Skills and Development</b>   |                             |                            |
| <b>E14. There should be documented evidence that the board regularly undertakes a skills audit to ensure that it has an appropriate balance of skills and experience</b>  |                             |                            |
| <b>E15. There should be evidence of ongoing professional training provided to ensure that all board members are up-to-date in their understanding and supported in their roles</b>                                      |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |
| <b>8. The Role of Executive Directors and Non-Executive Directors</b>   |                             |                            |
| <b>E16. There is evidence that the role of executive directors is clearly defined and documented</b>  |                             |                            |
| <b>E17. Non-executive directors are in place to bring an independent judgement to bear on issues of subject matter expertise, strategy, performance, resources including key appointments, and standards of conduct</b> |                             |                            |
| <b>E18. There is documented evidence that the board values the role of non-executive directors, and their views are influential in the board's decisions</b>  |                             |                            |
| <u>Action:</u> The possibility of finding voluntary non-executive directors will be examined again following the May 2023 election.   | Head of Democratic Services | 31.03.2024                 |
| <b>9. The Role of the Board Chair</b>   |                             |                            |
| <b>E19. There is evidence that the chair provides clear board leadership, supporting the directors and chief executive and taking account of the shareholders views</b>   |                             |                            |
| <u>Action:</u> See E4 and E10 above.  |                             |                            |





## B2. Self-Assessment Checklist Responses

### 1. CLIENT SIDE – Summary of Responses (RAG Rating and Actions Required)

|   | BCP FuturePlaces (FP)   | Bournemouth Development Company (BDC)   | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|---|---|---|---|------------------------------------|
| Date Checklist Completed:   | 08/09/2022  | 09/02/2023  | -   | -                                  |
| Completed By:   | Sarah Good (Head of Delivery - Regeneration)  | Sarah Longthorpe (Director of Regeneration)   | -   | -                                  |
| <b>1. Governance Aims</b>   |   |   |   |                                    |
| <b>C1. There should be evidence that the Council and senior management recognise the importance of establishing appropriate and proportionate governance arrangements for the oversight of entities</b> | Confirm each project scope (x19) is included in the Annual Business Plan (or that a commissioning document of POC has been produced setting out scope, Council expectations and budget).<br><b>Head of Delivery - Regeneration (BCP) / Corporate, Business Case &amp; Commercial Manager (FP)</b>   | Last Partnership Business Plan (PBP) approved July 2021. BDC Board agreed to review late 2023 due to stalled pipeline and BCP Council 2023/24 budget position.<br><b>Director of Regeneration (BCP)</b> | Not Completed                             | Not Completed                      |
| <b>C2. There should be evidence of a culture of challenge and clarity relating to the purpose, efficiency, effectiveness, specific objectives, and freedoms of the entity</b>                           | As the company has been in operation for less than one year, this review is being taken to represent the inaugural contractual Annual Review. Action to schedule AR for Q1 2023/24.<br><b>Head of Delivery - Regeneration (BCP)</b><br>Similarly, the refreshed business plan (which included achievements to-date mainly around set-up) is being accepted in place of an Annual Performance Report (APR). The first actual APR will be contractually | Last Partnership Business Plan (PBP) approved July 2021. Revert to rolling 5 year plan pending BCP Council budget position update.<br><b>Director of Regeneration (BCP)</b>                             | Not Completed                             | Not Completed                      |

|  | BCP FuturePlaces (FP)  | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|--|--|---------------------------------------|---|------------------------------------|
|  | required by the end of April 2023. To be scheduled.<br><b>Head of Delivery - Regeneration (BCP) / Corporate, Business Case &amp; Commercial Manager (FP)</b> |                                       |   |                                    |
| <b>2. The Council's Shareholder Role</b>   |  |                                       |   |                                    |
| <b>C3. There should be a clearly designated Council shareholder role or function which is both understood and recognised by the Council and the entity (and documented in terms of reference)</b>  |  |                                       | Not Completed                             | Not Completed                      |
| <b>C4. There should be clarity regarding the role of shareholder, with reserved matters clearly documented and updated as required, reflecting any changes made as the entity has developed, in a shareholder's agreement (or as set out in the company's governing articles of association)</b> |  |                                       | Not Completed                             | Not Completed                      |
| <b>C5. There should be evidence that the individual undertaking the shareholder role is provided with suitable training and support commensurate with the role</b>   |  |                                       | Not Completed                             | Not Completed                      |

|  | BCP FuturePlaces (FP)   | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|--|---|---------------------------------------|---|------------------------------------|
| <b>C6. There should be evidence of formal periodic shareholder/Chair/CEO meetings with effective supporting papers to inform subsequent company board meetings</b> | Once the new independent Chair is appointed schedule regular sessions for the Shareholder/Chair and MD. Notes to be recorded to inform future Board meetings.<br><b>Head of Delivery - Regeneration (BCP)</b> |                                       | Not Completed                             | Not Completed                      |
| <b>3. Council Oversight, Scrutiny and Governance Framework</b>   |   |                                       |   |                                    |
| <b>C7. There should be documented evidence of transparent member and officer scrutiny, oversight, and approval of business plans</b>                               |   |                                       | Not Completed                             | Not Completed                      |
| <b>C8. There should be evidence of a clear set of KPIs that fall out of the business planning process</b>  | Suite of appropriate KPIs to be identified and agreed as part of the annual business planning cycle.<br><b>Head of Delivery - Regeneration (BCP) / Corporate, Business Case &amp; Commercial Manager (FP)</b> |                                       | Not Completed                             | Not Completed                      |
| <b>C9. There should be evidence that senior company staff are performance managed against KPIs</b>   | To ensure appropriate criteria are included in the policy and an annual process to review performance against this criteria is agreed.<br><b>Chief Executive (BCP) / Director of Regeneration (BCP)</b>       |                                       | Not Completed                             | Not Completed                      |

|  | BCP FuturePlaces (FP) | Bournemouth Development Company (BDC)   | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|--|-----------------------|---|---|------------------------------------|
| <b>C10. There should be evidence of ongoing assessment of value-for-money and quality offered by the entity through an adequately resourced monitoring function</b>  |                       |   | Not Completed                             | Not Completed                      |
| <b>C11. There should be ongoing assessment of risks relating to the entity, supported by processes to ensure that risks are managed as part of the Council's overall risk management approach, with appropriate escalation and reporting</b> |                       |   | Not Completed                             | Not Completed                      |
| <b>C12. There should be evidence of a consistent approach across the Council when it comes to engaging with its entities</b>   |                       |   | Not Completed                             | Not Completed                      |
| <b>C13. The Council should have clear and unfettered access to audited accounts for its entities</b>   |                       |   | Not Completed                             | Not Completed                      |
| <b>4. Business Case for the Entity</b>   |                       |   |   |                                    |
| <b>C14. A business case which assessed the risk involved in establishing the entity and recommended its establishment, taking account of other potential delivery models, should be available to review</b>                                  |                       | Last Partnership Business Plan (PBP) approved July 2021. Revert to rolling 5 year plan pending BCP Council budget position update.<br><b>Director of Regeneration (BCP)</b> | Not Completed                             | Not Completed                      |

|   | BCP FuturePlaces (FP)   | Bournemouth Development Company (BDC)   | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|---|---|---|---|------------------------------------|
| <b>C15. Objectives of the entity should be clearly defined and documented, and regularly reviewed to ensure that its operation continues to support Council policy and strategy, including periodically reviewing the business case to ensure it is still valid</b> |   | Last Partnership Business Plan (PBP) approved July 2021. Revert to rolling 5 year plan pending BCP Council budget position update.<br><b>Director of Regeneration (BCP)</b> | Not Completed                             | Not Completed                      |
| <b>5. Agreements with the Entity</b>  |   |   |   |                                    |
| <b>C16. Agreements should be documented between the Council and the entity for any support or services provided by either party to the other party</b>  | New legal resource to support finalisation of the Commissioning Agreement/ Contract for FP to be identified by the Council.<br><b>Head of Legal (BCP) / Head of Delivery - Regeneration (BCP) / Chief Operating Officer and Head of Investment (FP)</b> |   | Not Completed                             | Not Completed                      |
| <b>C17. All agreements should be clear, up-to-date, and regularly monitored and reviewed, with any changes to agreements documented so that a clear audit trail exists</b>  | Updated Resource Agreement and new standardised SLAs to be signed-off by FP.<br><b>Head of Delivery - Regeneration (BCP) / Chief Operating Officer and Head of Investment (FP)</b>  | Last Partnership Business Plan (PBP) approved July 2021. Revert to rolling 5 year plan pending BCP Council budget position update.<br><b>Director of Regeneration (BCP)</b> | Not Completed                             | Not Completed                      |

|   | BCP FuturePlaces (FP)   | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|---|---|---------------------------------------|---|------------------------------------|
| <b>6. Avoiding and Managing Conflicts of Interest</b>   |   |                                       |   |                                    |
| <b>C18. There should be evidence that a culture exists whereby actual or potential conflicts of interests are identified, declared, and acted upon, including evidence of appropriate training across the organisation</b>  |   |                                       | Not Completed                             | Not Completed                      |
| <b>C19. The Council should have clear and up-to-date policies and processes to consistently manage actual conflicts or potential conflicts of interest, including a clear process for investigations and procedures for appropriate disciplinary actions in the event of breaches</b> | No process for breaches identified in the policy.<br><b>TBC</b> |                                       | Not Completed                             | Not Completed                      |
| <b>C20. The roles, responsibilities and reporting lines of officers and members who are involved in Council oversight of the entities, the provision of services between the entities or the running of the entities should be clearly defined and documented</b>                     |   |                                       | Not Completed                             | Not Completed                      |

|   | BCP FuturePlaces (FP) | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|---|-----------------------|---------------------------------------|---|------------------------------------|
| 7. Council Appointments to the Board  |                       |                                       |   |                                    |
| C21. There should be evidence that appointments to the board are subject to a documented formal, rigorous, and transparent procedure based on merit and published objective criteria which also promote diversity |                       |                                       | Not Completed                             | Not Completed                      |



## 2. ENTITY SIDE – Summary of Responses (RAG Rating and Actions Required)

|  | Future Places (FP)                           | Bournemouth Development Company (BDC)  | Bournemouth Building & Maintenance (BBML)   | Seascope Group & Subsidiaries (SG)  |
|--|--|--|---|---|
| <b>Date Checklist Completed:</b>   | <b>28/02/2023</b>                            | <b>09/02/2023</b>  | <b>28/02/2023</b>   | <b>28/02/2023</b>   |
| <b>Completed By:</b>   | <b>Rebecca Lawry<br/>(Company Secretary)</b> | <b>Sarah Longthorpe (Director<br/>of Regeneration)</b>   | <b>Rebecca Lawry<br/>(Company Secretary)</b>  | <b>Rebecca Lawry (Company<br/>Secretary)</b>  |
| <b>1. Articles of Association</b>  |  |  |   |   |
| E1. The entity's articles of association should be clear, up-to-date, and reflective of how the entity is run  |  | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead.   |   |   |
| <b>2. Business Planning</b>  |  |  |   |   |
| E2. There should be evidence of an up-to-date business plan that is reflective of the current circumstances and environment in which the entity operates |  | Rolling 5 year Partnership Business Plan (PBP) updated annually. Last updated in July 2021 pending clarification on BCP Council budget position and impact on BDC development schemes. Update PBP in Autumn 2023.<br><b>Director of Regeneration (BCP)</b> |   |   |
| <b>3. Role and Behaviour of the Board</b>  |  |  |   |   |
| E3. There should be evidence that the board meets regularly to consider, review and record discussions and conclusions                                   |  |  |   |   |
| E4. There should be evidence of delivery of strategies and plans, including scrutinising key operational and finance performance information             |  |  | There is an opportunity to increase challenge at all Boards, but this will be enabled through the development of Directors.<br><b>Company Secretary</b> | There is an opportunity to increase challenge at all Boards, but this will be enabled through the development of Directors.<br><b>Company Secretary</b> |

|   | Future Places (FP)   | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML)   | Seascope Group & Subsidiaries (SG)  |
|---|--|---------------------------------------|---|---|
| E5. There should be evidence of the desired culture and behaviours  | Corporate values are being developed with the Communications Team<br><b>Corporate Engagement Director (FP)</b> |                                       | Corporate Values should be developed once the new Board members are appointed following the election.<br><b>Company Secretary</b>   | The Board will need to look at setting corporate values once the new Directors have been brought on board following the election.<br><b>Company Secretary</b>   |
| E6. The company structures should be regularly scrutinised in order to ensure they remain fit for purpose   |  |                                       |   |   |
| E7. There should be evidence that the board has clear policies and procedures for its members to ensure that actual or potential conflicts of interests are identified, declared, and acted upon                            |  |                                       |   |   |
| <b>4. Role and Behaviours of Company Directors</b>  |  |                                       |   |   |
| E8. There should be evidence that directors have sufficient skills and experience to run the entity   |  |                                       | A Director induction process requires further development as does an ongoing training programme. There are anticipated changes to the Board in May and therefore it was agreed that this would be put on hold until then.<br><b>Company Secretary</b> | A Director induction process requires further development as does an ongoing training programme. There are anticipated changes to the Board in May and therefore it was agreed that this would be put on hold until then.<br><b>Company Secretary</b> |
| E9. There should be evidence that directors' behaviours are aligned with the requirements of the Companies Act 2006 and the Nolan Principles as well as Cabinet Office's Code of Conduct for Board Members of Public Bodies |  |                                       | This requires embedding through the Director induction process.<br><b>Company Secretary</b>   | This requires embedding through the Director induction process.<br><b>Company Secretary</b>   |

|  | Future Places (FP)   | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML)  | Seascope Group & Subsidiaries (SG)   |
|--|--|---------------------------------------|--|--|
| E10. The scope of directors' authorities should be documented and clear to all parties   | A full governance schedule including a scheme of delegation is being developed.<br><b>Company Secretary</b>  |                                       | All powers are noted in the statutory documents of the Company.<br>This will be detailed in the director induction programme that will be rolled out after the changes are made to the Boards.<br><b>Company Secretary</b> | All powers are noted in the statutory documents of the Companies.<br>This will be detailed in the director induction programme that will be rolled out after the changes are made to the Boards.<br><b>Company Secretary</b> |
| <b>5. Company Board Composition</b>  |  |                                       |  |  |
| E11. There should be evidence that the board has a diverse membership with the collective skills and attributes needed to lead the entity effectively                        |  |                                       | This will be reviewed following the election in May when it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b>   | This will be reviewed following the election in May when it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b>   |
| E12. There should be evidence that board membership is reviewed regularly for composition and fitness for purpose  | Director performance will be reviewed on an annual basis. This will need to be undertaken post the one year anniversary of the Board of Directors.<br><b>Company Secretary</b> |                                       | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>   | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>   |
| <b>6. The Board and Risk Management</b>  |  |                                       |  |  |
| E13. There should be evidence that the board understands the organisation's risk profile and the effectiveness of key controls and regularly reviews risks and risk appetite |  |                                       | Risk is discussed at Board meetings, however, individual risk registers will need to be developed for the Company.<br><b>TBC</b>   | Risk is discussed at Board meetings, however, individual risk registers will need to be developed for each entity.<br><b>TBC</b>   |

|   | Future Places (FP)   | Bournemouth Development Company (BDC)  | Bournemouth Building & Maintenance (BBML)   | Seascope Group & Subsidiaries (SG)  |
|---|--|--|---|---|
| <b>7. Board Members' Skills and Development</b>   |  |  |   |   |
| E14. There should be documented evidence that the board regularly undertakes a skills audit to ensure that it has an appropriate balance of skills and experience           | A full induction programme for Directors is being developed to ensure that all Directors are aware of their responsibilities, fully trained and competent.<br><b>Company Secretary/ HR</b> |  | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>  | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>  |
| E15. There should be evidence of ongoing professional training provided to ensure that all board members are up-to-date in their understanding and supported in their roles | A full induction programme for Directors is being developed to ensure that all Directors are aware of their responsibilities, fully trained and competent.<br><b>Company Secretary/ HR</b> | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead. | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>  | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>  |
| <b>8. The Role of Executive Directors and Non-Executive Directors</b>   |  |  |   |   |
| E16. There is evidence that the role of executive directors is clearly defined and documented   |  | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead. | There are currently 4 directors on the Board. The possibility of finding voluntary NEDs would be looked at again post the May election.<br>Following the election it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b> | There are currently 4 directors on each Board. Group Board had one NED, however, budget constraints meant that they were not replaced. The possibility of finding voluntary NEDs would be looked at again post the May election. Following the election it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b> |

|  | Future Places (FP)  | Bournemouth Development Company (BDC)  | Bournemouth Building & Maintenance (BBML)   | Seascope Group & Subsidiaries (SG)   |
|--|---|--|---|--|
| E17. Non-executive directors are in place to bring an independent judgement to bear on issues of subject matter expertise, strategy, performance, resources including key appointments, and standards of conduct | In progress as the Board members have only been appointed in the last month so this is ongoing with the Chair.<br><b>Chair of the Board</b>                   | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead. | There are currently 4 directors on the Board. The possibility of finding voluntary NEDs would be looked at again post the May election.<br>Following the election it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b> | There are currently 4 directors on each Board. Group Board had one NED, however, budget constraints meant that they were not replaced. The possibility of finding voluntary NEDs would be looked at again post the May election.<br>Following the election it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b> |
| E18. There is documented evidence that the board values the role of non-executive directors, and their views are influential in the board's decisions  | In progress.<br><b>Company Secretary</b>  | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead. | This will be reviewed following the election in May when it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b>  | This will be reviewed following the election in May when it is anticipated that the structure and composition of each of the boards will change.<br><b>Company Secretary</b>   |
| <b>9. The Role of the Board Chair</b>  |   |  |   |  |
| E19. There is evidence that the chair provides clear board leadership, supporting the directors and chief executive and taking account of the shareholders views   | The independent Chair is in the process of being appointed. The role and responsibilities will be part of the induction process.<br><b>Chair of the Board</b> | N/A<br>BDC is an LLP not a limited company so it has no Articles of Association and has members instead. | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>  | This will form part of the director induction programme and programme of training and review that will be implemented post the May election.<br><b>Company Secretary</b>   |

|  | Future Places (FP) | Bournemouth Development Company (BDC)   | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|--|--------------------|---|---|------------------------------------|
| <b>10. Financial Management</b>  |                    |   |   |                                    |
| E20. There should be a fully documented and approved business plan that is consistent with and no more than 12 months older than the previous business plan. The changes within the updated business plan should accord with the trajectories that are apparent from monthly financial and non-financial performance reports |                    | Rolling 5 year Partnership Business Plan (PBP) updated annually. Last updated in July 2021 pending clarification on BCP Council budget position and impact on BDC developmentschemes. Update PBP in Autumn 2023.<br><b>Director of Regeneration (BCP)</b> |   |                                    |
| E21. The financial transactions and values attributable to the company within the Council's medium term financial plan should agree with the projections in the business plan  |                    | Rolling 5 year Partnership Business Plan (PBP) updated annually. Last updated in July 2021 pending clarification on BCP Council budget position and impact on BDC developmentschemes. Update PBP in Autumn 2023.<br><b>Director of Regeneration (BCP)</b> |   |                                    |
| E22. Board reports should include clear presentation of the monthly income and expenditure position of the company as well as a cash flow statement and balance sheet  |                    |   |   |                                    |
| E23. There should be evidence of an annual audit letter from the Council's external auditors, confirming the degree of confidence they hold in respect of consolidation or treatment of financial instruments entered by the company   |                    | N/A<br>BDC is an LLP not a limited company.   |   |                                    |

|   | Future Places (FP) | Bournemouth Development Company (BDC) | Bournemouth Building & Maintenance (BBML) | Seascope Group & Subsidiaries (SG) |
|---|--------------------|---------------------------------------|---|------------------------------------|
| E24. Documented financial policies and procedures should be available         |                    | Not Completed                         |   |                                    |
| E25. There should be evidence of an effective annual internal audit programme |                    | Not Completed                         |   |                                    |

## C. Appendices

### Appendix A: Client-Side (Council) Checklist

*NB. Additions / amendments from updated July 2023 guidance shown in red below. Relevant additional notes / information from the body of the guidance notes have been added in italics where appropriate.*

## Local Partnerships Company Review Guidance Section 8 Summary of Evidence – CLIENT (the Council)



|                      |                       |              |        |
|----------------------|-----------------------|--------------|--------|
| <b>Entity Name:</b>  | <Entity Name>         |              |        |
| <b>Completed By:</b> | <Name><br><Job Title> | <b>Date:</b> | <Date> |

| Evidence   | What should you be able to find?  | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/body |
|--|---|-------------------------------|------------|---------------------|-------------------------|
| <b>1. Governance Aims</b>  |   |                               |            |                     |                         |
| C1. There should be evidence that the Council and senior management recognise the importance of establishing appropriate and proportionate governance arrangements for the oversight of entities | <ul style="list-style-type: none"> <li>The Council has sufficient control to ensure that its investment is protected, appropriate returns on investment can be obtained and that the activities of the entity are aligned with the values and strategic objectives of the Council</li> <li>“Teckal” companies demonstrate compliance with relevant exemption requirements under EU procurement law</li> </ul> |                               |            |                     |                         |



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| C2. There should be evidence of a culture of challenge and clarity relating to the purpose, efficiency, effectiveness, specific objectives, and freedoms of the entity  | <ul style="list-style-type: none"> <li>• There is a culture of challenge</li> <li>• There is a clarity of purpose</li> <li>• The entity has clear objectives</li> <li>• The entity has sufficient freedoms to achieve its objectives</li> </ul>  |  |  |  |  |
| <b>2. The Council's Shareholder Role</b>  |  |  |  |  |  |
| C3. There should be a clearly designated Council shareholder role or function which is both understood and recognised by the Council and the entity (and documented in terms of reference)<br><br>137   | <ul style="list-style-type: none"> <li>• The Council has a designated "shareholder" role to represent its ownership of the entity</li> <li>• The shareholder provides oversight of any decisions taken by the entity</li> <li>• The shareholder provides a regular review of whether the entity provides the most effective vehicle to deliver the outcomes it requires and whether there are suitable alternatives</li> <li>• The process for appointing a shareholder is set out in terms of reference</li> </ul>  |  |  |  |  |
| C4. There should be clarity regarding the role of shareholder, with reserved matters clearly documented and updated as required, reflecting any changes made as the entity has developed, in a shareholder's agreement (or as set out in the company's governing articles of association) | <p>The shareholder's agreement describes the powers of the board and when the shareholder might influence those powers. Reserved matters may include:</p> <ul style="list-style-type: none"> <li>• Approval of annual business plan</li> <li>• Approval of significant contracts (above a specified threshold value)</li> <li>• Admission of new shareholders</li> <li>• Declaring dividends</li> <li>• Charging / mortgaging assets</li> <li>• Approval of activities not in the business plan</li> <li>• Appointing / removing directors</li> <li>• Buying / selling significant assets</li> <li>• Taking out loans above a specified threshold value</li> </ul> |  |  |  |  |

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|  | <ul style="list-style-type: none"> <li>• Winding up the company</li> <li>• If the Council is the sole shareholder, and a shareholder's agreement has been deemed unnecessary, an appropriate alternative document can be produced</li> <li>• Evidence (minutes) that the meetings have taken place and that the relevant individuals have attended</li> </ul> |  |  |  |  |
| <p><i>NB. Section 3.3 of the guidance states that where responsibility for the shareholder role is delegated to a committee, there must be a terms of reference drawn-up and a suitable cohort of elected members identified to sit on the committee.</i></p>  |   |  |  |  |  |
| <p>C5. There should be evidence that the individual <b>or committee*</b> undertaking the shareholder role is provided with suitable training and support commensurate with the role <b>and is independent of the relevant company</b></p>  | <ul style="list-style-type: none"> <li>• The role and responsibilities of the shareholder are reviewed regularly by members</li> <li>• Regular 360° reviews with representatives from the entity and the Council are conducted</li> <li>• The Council has developed requirements for shareholder training</li> </ul>  |  |  |  |  |
| <p>C6. There should be evidence of formal periodic shareholder / Chair / Chief Executive meetings with effective supporting papers to inform subsequent company board meetings</p>   | <ul style="list-style-type: none"> <li>• The shareholder has a mechanism to communicate its views to the entity</li> <li>• Periodic and effective shareholder / Chair / Chief Executive meetings are documented</li> </ul>  |  |  |  |  |
| <p><b>3. Council Oversight, Scrutiny and Governance Framework</b></p>  |   |  |  |  |  |
| <p><i>NB. Section 3.4 of the guidance states that “the Council should regularly undertake an objective assessment of how successfully each entity supports its policies and strategies. The appropriate time for such a review will depend on the nature of the entity but such matters should be considered as part of the annual business planning and budget setting process, with in-depth reviews carried out every three to five years as appropriate”</i></p> <p><i>It also notes the following governance roles to be undertaken by the Council:</i></p> |   |  |  |  |  |

- *“Intelligent Client: an individual or group of individuals (working as or on behalf of the shareholder) who are tasked with ensuring that the Council gains the desired outcomes from its arrangements with the entity. Specifically, they need to be able to challenge the entity, holding it to account using performance data to ensure there is clarity about what is being provided for the Council and whether it meets expectations*
- *Council Chief Executive, Section 151 Officer and Monitoring Officer need to be engaged regarding the ongoing purpose and performance of entities. This could be achieved by attending Shareholder Committee meetings as an observer”*

*Section 6 of the guidance sets out the key documents required to undertake a review of a company’s governance structures, processes for managing risks and performance against the Council’s expectations.*

*Section 7 sets out guidance to be followed by Councillors:*

- *When approving business cases*
- *When fulfilling the shareholder function*
- *As a member of the Audit & Governance Committee*
- *As a member of a scrutiny committee*

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| <p>C7. There should be documented evidence of transparent member and officer scrutiny, oversight, and approval of business plans</p> | <ul style="list-style-type: none"> <li>• There is a clearly defined governance framework underpinned by clear governance principles</li> <li>• The role of the shareholder is separate from the board</li> <li>• The business plan is current and updated at least annually</li> <li>• The business plan is challenged and monitored by the <b>shareholder function</b></li> </ul>                               |  |  |  |  |
| <p>C8. There should be evidence of a clear set of KPIs that fall out of the business planning process</p>                            | <ul style="list-style-type: none"> <li>• The Council regularly undertakes an objective assessment of how successfully each entity supports its policies and strategies</li> <li>• KPIs are relevant to “SMARTER” goals</li> <li>• KPIs are reported and monitored within the context of the governance framework</li> <li>• <b>Remedial actions are implemented and monitored if KPIs are not met</b></li> </ul> |  |  |  |  |

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| C9. There should be evidence that senior company staff are performance managed against KPIs  | <ul style="list-style-type: none"> <li>Board, committee, chair, and director performance is evaluated annually, including against agreed KPIs</li> <li>Performance management routines, eg. annual appraisals, connection to personal objectives</li> </ul>   |  |  |  |  |
| C10. There should be evidence of ongoing assessment of value for money and quality offered by the entity through an adequately resourced monitoring function   | <ul style="list-style-type: none"> <li>Contract management resource within the Council where services are provided by the entity</li> <li>Regular reviews take account of value-for-money and performance quality, for example, benchmarking against similar services at other authorities</li> <li>Budget setting and business planning takes account of such value for money assessment rather than approving entity payments “on the nod”</li> </ul> |  |  |  |  |
| <p><i>NB. Section 3.3 of the guidance states that “a holistic review of risk to the Council offered by all active entities [should] be carried out or moderated by an officer or a third-party professional who does not have a role within the relevant entities (ie. not be an officer who is also a director of the entities)”. Section 3.4 also states that “consideration of risks relating to the company should be included within the Council’s own risk management arrangements and financial planning”</i></p> |   |  |  |  |  |
| C11. There should be ongoing assessment of risks relating to the entity, supported by processes to ensure that risks are managed as part of the Council’s overall risk management approach, with appropriate escalation and reporting  | <ul style="list-style-type: none"> <li>The Council regularly reviews risks relating to its entities and establishes whether they are effectively managed and scrutinised</li> <li>The Council’s overview and scrutiny committee (or equivalent) provides overview, pre-decision scrutiny and call-in decisions in relation to the entity</li> </ul>   |  |  |  |  |
| C12. There should be evidence of a consistent approach across the Council when it comes to engaging with its entities  | <ul style="list-style-type: none"> <li>All Council entities are managed in a consistent way with appropriate support, guidance and controls</li> </ul>  |  |  |  |  |
| C13. The Council’s shareholder function and auditors should have clear and unfettered access to audited accounts for its entities  | <ul style="list-style-type: none"> <li>The Council’s audit committee pays specific attention to accounts and audit reports</li> </ul>   |  |  |  |  |

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|  | <ul style="list-style-type: none"> <li>The Council's internal auditors are able to gain clear and transparent access to financial information and oversight of internal controls</li> </ul>  |  |  |  |  |
| <b>4. Business Case for the Entity</b>   |  |  |  |  |  |
| <p><i>NB. Section 3.4 of the guidance states that “for Councils with a committee system, a designated committee, such as a resources committee, will be responsible for approving the establishment of a new entity”.</i></p> <p><i>It also states that “there should be evidence of clear alignment between governance of entities and wider governance of Council business by ensuring that issues relating to the performance of entities are integrated into corporate risk management, performance management and governance reviews as well as financial and strategic planning activity. The Council constitution should appropriately reference the entity”.</i></p> <p><i>Section 3.5 states that the business case must “assess the risk involved in establishing the entity... taking account of other potential delivery models”. The key components of the business case including alternative delivery models and the issues to consider are discussed in detail in Section 5 of the guidance.</i></p> |  |  |  |  |  |
| C14. A business case which assessed the risk involved in establishing the entity and recommended its establishment, taking account of other potential delivery models, should be available to review   | <ul style="list-style-type: none"> <li>There is a clear and comprehensive business case that recommended the creation of the entity</li> <li>The business case took account of alternative delivery methods, with the case for the entity's creation having clear benefits over other methods</li> <li>The business case is up to date and reflects the current trading environment of the entity</li> </ul> |  |  |  |  |
| <p><i>NB. Section 3.4 of the guidance sets out committee arrangements for approving the establishment of a new entity, but also providing “overview, pre-decision scrutiny and call-in of decisions regarding the Council's shareholding interest in its entities”.</i></p> <p><i>It also notes that “reviews of entities should feed into the Council's annual review of its own governance” and that “the contribution of the company to the delivery of the Council plan is made clear and is reflected in both corporate and company performance monitoring”</i></p>   |  |  |  |  |  |
| C15. Objectives of the entity should be clearly defined and documented, and regularly reviewed to ensure that its operation continues to support Council policy and strategy, including periodically   | <ul style="list-style-type: none"> <li>The objectives of the entity are clearly articulated, defined and documented</li> <li>The objectives are regularly reviewed</li> <li>The objectives continue to reflect Council policy and strategy</li> </ul>  |  |  |  |  |

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| reviewing the business case to ensure it is still valid  | <ul style="list-style-type: none"> <li>The business case and objectives are regularly reviewed to ensure they are still valid</li> </ul>  |  |  |  |  |
| <b>5. Agreements with the Entity</b>   |   |  |  |  |  |
| C16. Agreements should be documented between the Council and the entity for any support or services provided by either party to the other party  | <ul style="list-style-type: none"> <li>The Council and entity have clear and documented agreements for any services or support provided by either party to the other party</li> <li>There is a clear process for escalation if the support or services agreements are not performed to either party's satisfaction</li> </ul> |  |  |  |  |
| C17. All agreements should be clear, up-to-date, and regularly monitored and reviewed, with any changes to agreements documented so that a clear audit trail exists  | <ul style="list-style-type: none"> <li>Agreements for support or services between the parties are up-to-date and regularly monitored and reviewed</li> <li>Changes to agreements are documented with a clear audit trail</li> </ul>   |  |  |  |  |
| <b>6. Avoiding and Managing Conflicts of Interest</b>  |   |  |  |  |  |
| <p><i>NB. Section 3.7 of the guidance notes that "Council officers and members have fiduciary duties to the Council. Board directors' first duty is to act in the best interests of the company. Situations can inevitably arise where the same person will be a decision maker or advisor both for the Council and one of its entities, for example, in matters of reporting, contractual discussions, investment requests or resourcing agreements. It is therefore important to consider the rationale for having members or officers on boards of companies with a close association with the nature of their work"</i></p> <p><i>It further states that "it is particularly not advisable for cabinet members with budget responsibility for a particular service to sit on the board of a company delivering that service as this means that the company cannot be held to account... similarly, regeneration companies should only have officers on boards who do not have direct managerial oversight, for example of director of public realm or place, as opposed to a head of planning"</i></p> |   |  |  |  |  |
| C18. There should be evidence that a culture exists whereby actual or potential conflicts of interests are identified, declared, and acted upon, including evidence of appropriate training across the organisation  | <ul style="list-style-type: none"> <li>All parties have been trained and demonstrate a commitment to avoiding and monitoring actual or potential conflicts</li> <li>Articles of association contain mechanisms for approving known or situational conflicts that are not materially detrimental to the arrangement</li> </ul> |  |  |  |  |

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| C19. The Council's <b>constitution</b> should contain clear and up-to-date policies and processes to consistently manage actual conflicts or potential conflicts of interest, including a clear process for investigations and procedures for appropriate disciplinary actions in the event of breaches   | <ul style="list-style-type: none"> <li>• There is a clear conflict of interest policy which is managed actively</li> <li>• There is a clear process for investigating and dealing with breaches of the conflicts of interest policy</li> <li>• Internal and external auditors review the management of conflicts of interest and escalate any concerns to the Monitoring Officer</li> </ul>   |  |  |  |  |
| C20. The roles, responsibilities and reporting lines of officers and members who are involved in Council oversight of the entities, the provision of services between the entities or the running of the entities should be clearly defined and documented  | <ul style="list-style-type: none"> <li>• Officers and members make themselves available to scrutiny and other Council governance forums</li> </ul>  |  |  |  |  |
| <b>7. Council Appointments to the Board</b>   |   |  |  |  |  |
| C22. There should be evidence that appointments to the board are subject to a documented formal, rigorous, and transparent procedure based on merit and published objective criteria which also promote diversity. <b>This could include evidence that the recruitment process has been competitive and transparent, for example by demonstrating that a formal process for advertising and selection has taken place. Board appointments should be approved by the shareholder</b> | <ul style="list-style-type: none"> <li>• Board members have completed declaration of interest forms</li> <li>• Appointments to the board are relevant to the post or office of the Council</li> <li>• Council appointed directors cease to be members if they leave their qualifying roles</li> <li>• The process for the appointment and renewal of directors is set out in the articles of association</li> <li>• If there is a remuneration committee, relevant matters are referred appropriately</li> <li>• Appointments are based on a review of the skills, qualifications, diversity, and other attributes required for the role</li> </ul> |  |  |  |  |

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|  | <ul style="list-style-type: none"> <li>Where a board member is eligible for renewal and reappointment, this is subject to considering their performance to date and skills, and the needs of the board</li> </ul> |  |  |  |  |
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## Appendix B: Entity-Side (Company) Checklist



### Local Partnerships Company Review Guidance Section 8: Summary of Evidence – ENTITY (the Council's wholly or partially owned company)

|               |                       |  |  |       |        |
|---------------|-----------------------|--|--|-------|--------|
| Entity Name:  | <Entity Name>         |  |  |       |        |
| Completed By: | <Name><br><Job Title> |  |  | Date: | <Date> |

| Evidence   | What should you be able to find?   | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|--|-------------------------------|------------|---------------------|--------------------------|
| <b>1. Articles of Association</b>  |  |                               |            |                     |                          |
| E1. The entity's articles of association should be clear, up-to-date, and reflective of how the entity is run  | <ul style="list-style-type: none"> <li>The entity has articles of association, documenting its constitution</li> <li>The articles address the entity's purpose, conduct of meetings, and role and appointment of directors If the entity is a Teckal company, the articles demonstrate that the Council exercises control</li> </ul> |                               |            |                     |                          |
| <b>2. Business Planning</b>  |  |                               |            |                     |                          |
| E2. There should be evidence of an up-to-date business plan that is reflective of the current circumstances and environment in which the entity operates | <ul style="list-style-type: none"> <li>There is an up-to-date business plan, setting out the organisation's objectives and how these will be resourced and achieved</li> <li>Requirements to meet the legal criteria in relation to any Teckal companies are reflected in the business plan</li> </ul>                               |                               |            |                     |                          |



| Evidence   | What should you be able to find?   | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|--|-------------------------------|------------|---------------------|--------------------------|
| <b>3. Role and Behaviour of the Board</b>  |  |                               |            |                     |                          |
| E3. There should be evidence that the board meets regularly to consider, review and record discussions and conclusions                       | <ul style="list-style-type: none"> <li>• The board meets regularly, and all decisions are recorded and documented</li> <li>• Decisions are taken at the appropriate place, including deferral and recommendations of decisions on matters that are reserved for the shareholder</li> </ul>   |                               |            |                     |                          |
| E4. There should be evidence of delivery of strategies and plans, including scrutinising key operational and finance performance information | <ul style="list-style-type: none"> <li>• The board has delegated detailed scrutiny to committees or directors with appropriate skills, including financial management</li> <li>• The board challenges performance and key financial and operational reporting</li> </ul>   |                               |            |                     |                          |
| E5. There should be evidence of the desired culture and behaviours   | <ul style="list-style-type: none"> <li>• The board promotes the success of the company</li> <li>• The board provides entrepreneurial leadership</li> <li>• Prudent and effective controls are demonstrated where risk is assessed and managed</li> <li>• The board sets strategic aims and ensures sufficient resources (financial and human) are available to meet objectives</li> <li>• The board reviews management performance, including that of the CEO/MD and leadership team</li> <li>• The board sets corporate values and standards</li> <li>• The board ensures obligations to shareholders and others are met</li> </ul> |                               |            |                     |                          |
| E6. The company structures should be regularly scrutinised in order to ensure they remain fit for purpose                                    | <ul style="list-style-type: none"> <li>• The company structures are regularly reviewed</li> <li>• Financial and performance benchmarking exercises are carried</li> </ul>  |                               |            |                     |                          |

| Evidence  | What should you be able to find?   | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|---|--|-------------------------------|------------|---------------------|--------------------------|
| E7. There should be evidence that the board has clear policies and procedures for its members to ensure that actual or potential conflicts of interests are identified, declared, and acted upon                            | <ul style="list-style-type: none"> <li>The board regularly monitors conflicts of interest, including with suppliers and users</li> </ul>   |                               |            |                     |                          |
| <b>4. Role and Behaviours of Company Directors</b>  |  |                               |            |                     |                          |
| E8. There should be evidence that directors have sufficient skills and experience to run the entity   | <ul style="list-style-type: none"> <li>Directors' skills align well to the organisation's purpose and objectives</li> <li>Directors are trained so that they are competent in undertaking their roles and responsibilities</li> </ul>  |                               |            |                     |                          |
| E9. There should be evidence that directors' behaviours are aligned with the requirements of the Companies Act 2006 and the Nolan Principles as well as Cabinet Office's Code of Conduct for Board Members of Public Bodies | <ul style="list-style-type: none"> <li>Directors: <ul style="list-style-type: none"> <li>act within their powers</li> <li>promote the success of the company</li> <li>exercise independent judgement</li> <li>exercise reasonable care skill and diligence</li> <li>avoid conflicts of interest</li> <li>do not accept benefits from third parties</li> <li>declare an interest in proposed transactions or arrangements with the company</li> </ul> </li> <li>Directors act in accordance with the seven Nolan Principles: <ul style="list-style-type: none"> <li>Selflessness</li> <li>Integrity</li> <li>Objectivity</li> </ul> </li> </ul> |                               |            |                     |                          |

| Evidence   | What should you be able to find?   | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|--|-------------------------------|------------|---------------------|--------------------------|
|  | <ul style="list-style-type: none"> <li>- Accountability</li> <li>- Openness</li> <li>- Honesty</li> <li>- leadership</li> </ul>  |                               |            |                     |                          |
| E10. The scope of directors' authorities should be documented and clear to all parties   | <ul style="list-style-type: none"> <li>• Directors' authorities are demonstrated in a scheme of delegation</li> <li>• The scheme of delegation includes reference to matters that are reserved for board decision and cannot be delegated</li> </ul>   |                               |            |                     |                          |
| <b>5. Company Board Composition</b>  |  |                               |            |                     |                          |
| E11. There should be evidence that the board has a diverse membership with the collective skills and attributes needed to lead the entity effectively                        | <ul style="list-style-type: none"> <li>• There are between five and ten directors on the board</li> <li>• At least half of the directors are independent non-executives</li> <li>• Appointments to the board are subject to a formal, rigorous, and transparent selection procedure based on merit and published objective criteria</li> </ul>   |                               |            |                     |                          |
| E12. There should be evidence that board membership is reviewed regularly for composition and fitness for purpose  | <ul style="list-style-type: none"> <li>• Board composition and individual director performance is reviewed periodically to evaluate board composition, the effectiveness of individual contribution, and how effectively board members work together to achieve the objectives of the entity</li> </ul>  |                               |            |                     |                          |
| <b>6. The Board and Risk Management</b>  |  |                               |            |                     |                          |
| E13. There should be evidence that the board understands the organisation's risk profile and the effectiveness of key controls and regularly reviews risks and risk appetite | <ul style="list-style-type: none"> <li>• The board demonstrates ultimate responsibility for risk management within the entity and ensures that appropriate risk management arrangements that are in place</li> <li>• The board regularly reviews risks and how they are being managed</li> <li>• The board is aware of its appetite for risk and determines the risk profile for the entity</li> </ul> |                               |            |                     |                          |

| Evidence  | What should you be able to find?  | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|---|---|-------------------------------|------------|---------------------|--------------------------|
|   | <ul style="list-style-type: none"> <li>The board's approach to risk is proportionate and appropriate to its model</li> </ul>  |                               |            |                     |                          |
| <b>7. Board Members' Skills and Development</b>   |   |                               |            |                     |                          |
| E14. There should be documented evidence that the board regularly undertakes a skills audit to ensure that it has an appropriate balance of skills and experience           | <ul style="list-style-type: none"> <li>The board regularly undertakes skills audits</li> <li>The entity has a board which includes a range of skills and backgrounds including commercial, financial, business development, technical, legal and HR experience</li> </ul>   |                               |            |                     |                          |
| E15. There should be evidence of ongoing professional training provided to ensure that all board members are up-to-date in their understanding and supported in their roles | <ul style="list-style-type: none"> <li>Regular training and updates cover legal roles and responsibilities, company directors' roles and companies generally</li> <li>Directors' training includes responsibilities under the Companies Act 2006, Insolvency Act 1986, Bribery Act 2010, Modern Slavery Act 2015, Data Protection Act 2018 and Health and Safety at Work etc. Act 1974</li> </ul> |                               |            |                     |                          |
| <b>8. The Role of Executive Directors and Non-Executive Directors</b>   |   |                               |            |                     |                          |
| E16. There is evidence that the role of executive directors is clearly defined and documented   | <ul style="list-style-type: none"> <li>Executive directors' roles are clearly defined and documented</li> <li>Directors' roles are focused on running the entity's business activities and implementing the board's plans and policies</li> </ul>   |                               |            |                     |                          |
| E17. Non-executive directors are in place to bring an independent judgement to bear on issues of subject matter expertise, strategy, performance, resources including       | <ul style="list-style-type: none"> <li>Non-executive directors: <ul style="list-style-type: none"> <li>challenge, and contribute to the development of the company's strategy</li> <li>scrutinise performance of management in meeting agreed goals and monitor reporting of performance</li> </ul> </li> </ul>   |                               |            |                     |                          |

| Evidence   | What should you be able to find?  | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|---|-------------------------------|------------|---------------------|--------------------------|
| key appointments, and standards of conduct   | <ul style="list-style-type: none"> <li>- satisfy themselves on the accuracy of financial information and that financial controls and risk management are robust and defensible</li> <li>- determine executive directors' remuneration and prime role in appointing/removing senior management</li> </ul>  |                               |            |                     |                          |
| E18. There is documented evidence that the board values the role of nonexecutive directors, and their views are influential in the board's decisions<br><br>149  | <ul style="list-style-type: none"> <li>• The board values its non-executive directors, so that they are able to demonstrate:               <ul style="list-style-type: none"> <li>- sound judgement and an enquiring mind</li> <li>- knowledge of the business, its operating environment, and issues it faces</li> <li>- integrity, probity, and high ethical standards</li> <li>- objectivity as the basis for questioning and challenging accepted thinking of executives</li> <li>- strong interpersonal skills</li> </ul> </li> </ul>  |                               |            |                     |                          |
| <b>9. The Role of the Board Chair</b>  |   |                               |            |                     |                          |
| E19. There is evidence that the chair provides clear board leadership, supporting the directors and chief executive and taking account of the shareholders views | <ul style="list-style-type: none"> <li>• The chair is primarily responsible for:               <ul style="list-style-type: none"> <li>- the workings of the board</li> <li>- its balance of membership subject to board and shareholders' approval</li> <li>- ensuring that all relevant issues are on the agenda ensuring that all directors, executive and non-executive alike, are enabled and encouraged to play their full part in its activities</li> </ul> </li> <li>• The chair is able to stand sufficiently back from the day-to-day running of the business to ensure their board is in full control of the company's affairs</li> </ul> |                               |            |                     |                          |

| Evidence   | What should you be able to find?  | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|---|-------------------------------|------------|---------------------|--------------------------|
|  | <ul style="list-style-type: none"> <li>The chair is responsible for: <ul style="list-style-type: none"> <li>formulating the board's strategy</li> <li>promoting the efficient and effective use of staff and other resources</li> <li>delivering high standards in terms of integrity and propriety</li> </ul> </li> </ul>  |                               |            |                     |                          |
| <b>10. Financial Management</b>  |   |                               |            |                     |                          |
| E20. There should be a fully documented and approved business plan that is consistent with and no more than 12 months older than the previous business plan. The changes within the updated business plan should accord with the trajectories that are apparent from monthly financial and non-financial performance reports | <ul style="list-style-type: none"> <li>The business plan and business planning process are critical parts of the governance culture and environment</li> </ul>  |                               |            |                     |                          |
| E21. The financial transactions and values attributable to the company within the Council's medium term financial plan should agree with the projections in the business plan  | <ul style="list-style-type: none"> <li>The business plan provides the basis for monitoring financial performance and feeds into the medium-term financial planning of the Council in situations where it expects to receive dividends, loan repayments, capital receipts or provide financial support in terms of working capital or longer-term finance</li> </ul> |                               |            |                     |                          |
| E22. Board reports should include clear presentation of the monthly income and expenditure position of the company as  | <ul style="list-style-type: none"> <li>Board reports feature clear articulation of the current financial position of the company in terms of its trading position (income and expenditure), liquidity (cash flow) and solvency (balance sheet)</li> </ul>   |                               |            |                     |                          |

| Evidence   | What should you be able to find?  | What evidence have you found? | RAG rating | Actions Recommended | Responsible person/ body |
|--|---|-------------------------------|------------|---------------------|--------------------------|
| well as a cash flow statement and balance sheet  |   |                               |            |                     |                          |
| E23. There should be evidence of an annual audit letter from the Council's external auditors, confirming the degree of confidence they hold in respect of consolidation or treatment of financial instruments entered by the company | <ul style="list-style-type: none"> <li>• The Council's external auditor has provided an annual audit letter annually</li> <li>• The annual audit letter confirms the degree of confidence they hold in respect of consolidation or treatment of financial instruments entered by the company</li> </ul>   |                               |            |                     |                          |
| E24. Documented financial policies and procedures should be available  | <ul style="list-style-type: none"> <li>• The company has an independent financial status from the Council, including separate bank accounts and designated signatories</li> <li>• The financial transactions of the company are recorded on the company's own, separate ledger system and the Council is able to demonstrate how the results of the company are consolidated into its own group accounts</li> <li>• The company has a set of documented financial policies and procedures which describe areas such as borrowing and overdraft limits and levels which are reserved for Council approval</li> </ul> |                               |            |                     |                          |
| E25. There should be evidence of an effective annual internal audit programme  | <ul style="list-style-type: none"> <li>• The company operates a system of internal controls that are consistent with financial policies and procedures</li> <li>• The company's internal controls are subject to periodic testing by internal auditors</li> </ul>   |                               |            |                     |                          |

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## OVERVIEW AND SCRUTINY BOARD



|                            |   |
|----------------------------|---|
| Report subject             | <b>Overview and Scrutiny Action Plan</b>  |
| Meeting date               | 8 January 2024  |
| Status                     | Public Report   |
| Executive summary          | <p>The Overview and Scrutiny Board requested an update on the progress against the Overview and Scrutiny (O&amp;S) action plan which sets out strategic actions agreed by Council to assist in improving O&amp;S within BCP Council.</p> <p>The action plan is attached at Appendix 1 and provides a detailed update on progress against actions as of December 2023.</p>   |
| Recommendations            | <p><b>It is RECOMMENDED that:</b></p> <p><b>The O&amp;S Board considers and comments on the progress made against the O&amp;S action plan.</b></p>  |
| Reason for recommendations | <p>The O&amp;S action plan sets out actions required by BCP Council to meet the standard expectations set out in statutory guidance for O&amp;S. Monitoring progress against the O&amp;S action plan will enable councillors to understand and challenge progress being made against reaching these standards.</p> <p>Monitoring progress of the O&amp;S action plan is also in line with the responsibilities of the O&amp;S Board, as set out in the constitution, to:</p> <ul style="list-style-type: none"> <li>• oversee the Council's overall O&amp;S function including oversight of the work plans and use of resource across all O&amp;S bodies</li> <li>• keep the O&amp;S function under review, suggesting changes as appropriate to ensure that it remains fit for purpose.</li> </ul> |

|                      |   |
|----------------------|---|
| Portfolio Holder(s): | Not applicable – Overview and Scrutiny is a non-executive function. |
| Corporate Director   | Graham Farrant – Chief Executive                                    |
| Report Authors       | Lindsay Marshall – Overview and Scrutiny Specialist                 |
| Wards                | Council-wide  |
| Classification       | For Update  |

## Background and Summary

1. The Overview and Scrutiny action plan provides detail on actions identified to improve Overview and Scrutiny (O&S) activity in BCP Council and bring practices in line with statutory guidance for O&S. The action plan was agreed by Council in September 2023. This report provides an update on progress for the period of September-December 2023.
2. The action plan also addresses O&S areas for development as identified through work which responds to the 'Best Value Notice' that was issued to the Council by the Department for Levelling Up, Housing & Communities (DLUHC), in August 2023. This was in response to the completion of an external assurance review carried out by DLUHC. The findings were in line with those of the Chief Executive's internal assurance review and all improvement activity is being monitored through the BCP Council Assurance Review Action Plan. The recommendations have been welcomed in dealing with historical issues and setting a new tone for the Council.
3. Responsibility for monitoring the O&S action plan sits with the O&S Board. This responsibility was established following the changes to the O&S structure agreed by the Council in September 2023. Progress on the O&S action plan is also shared with all O&S Chairs and will be reported to all O&S committees and Council on an annual basis through the O&S Annual Report.
4. To establish improvement actions for O&S, all practices within the O&S function were assessed against the standards set out in '*Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities*' (2019) in a desktop exercise undertaken by the Statutory Scrutiny Officer in Spring 2023. The guidance provides a benchmark for good working practices in O&S and is statutory, meaning that guidance should be followed unless there is a good reason not to.
5. The guidance is themed as follows:
  - Culture
  - Resourcing
  - Selecting Committee Members
  - Power to Access Information
  - Planning Work
  - Evidence Sessions

Much of the statutory guidance relates to ways of working and the Council-wide approach to O&S. The clearest message is the need for a strong organisational culture in which there is a collective ownership of the success of O&S, parity of esteem for O&S and value placed on the challenge that O&S can provide. The guidance highlights that:

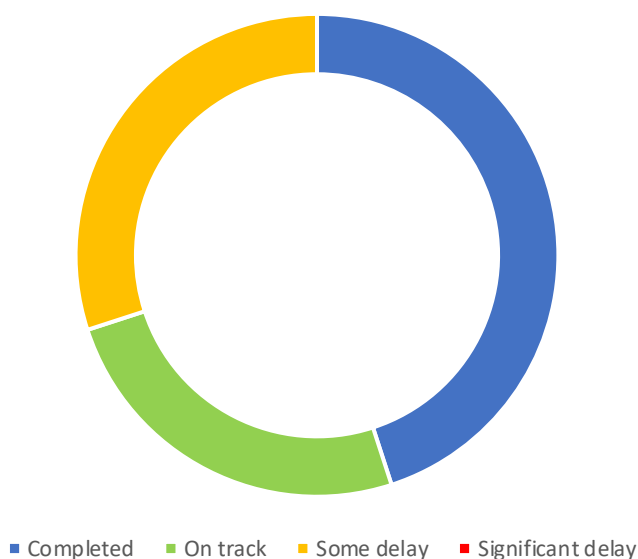
*'The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails'.*

6. The O&S action plan follows the themes of the guidance. All relevant paragraphs of the guidance have been included within the action plan, to aid reader's understanding of why actions have been identified, and the resulting plan for improvement is comprehensive. There are a total of **120** actions, some of which overlap. Where actions are similar (e.g., reflecting different aspects of councillor training required) they remain split into separate actions to demonstrate how these will uphold the statutory guidance. It should be noted that for this reason the action plan is highly detailed and serves as an operational tool to progress actions as well as for reporting on progress.

### Progress to date

7. The updated action plan in Appendix 1 provides a detailed update against each of the actions as of December 2023, demonstrating good progress. 45% of the actions have been completed, a 16% increase since September 2023. 25% of the actions are on target to complete as planned, 30% have experienced some delay to the expected completion date and 0% have experienced significant delay. Of those experiencing some delay to completion, 56% are in progress.

### Progress against actions



8. Improvement actions identified within the plan were set over a period of one year for completion. Councillors should note that this timeframe is ambitious and progress has been, and will continue to be, impacted upon by other O&S activity taking place concurrently. In September 2023 the Council reviewed the O&S committee structure and officers have been diverted to supporting the successful

implementation of resulting changes. O&S meetings were increased and in 2024 are expected to be 23% above the resources available to support this work, excluding any special meetings that may also be requested through the year. A bid for additional officer resource to support O&S has been made, to ensure that the function can be effectively supported. Pending the outcome of this bid, O&S activity above resource levels available will continue to impact on the progression of the action plan. Where resources are diverted to other O&S activity, strategic work set out in the action plan will be reprioritised appropriately.

9. Of the actions scheduled for completion by December 2023 the highest priority actions were those relating to the induction of new O&S councillors, building an O&S skills and knowledge base among those councillors and establishing work programmes for O&S committees. A comprehensive councillor induction programme was delivered for which feedback was positive and further training opportunities for O&S councillors have been set up, including LGA offered support and leadership training to support O&S Chairs. The Council's revision of the O&S committee structure impacted upon the timeliness of O&S work programming activity and the resource available to support this work, however all O&S work programming is now on track to complete in February 2024.
10. The O&S action plan addresses recommendations raised through the Assurance Review activity as detailed in paragraph two above. There have been strides made in addressing these actions, with O&S Committees now diversifying working methods to undertake more policy development work with Cabinet scrutiny being less dominant across all committees. All committees show evidence of working more collectively as a scrutiny team with an independent mindset, and meetings are less adversarial than prior to the May local elections. Evidence is taken from officers along with portfolio holders to inform scrutiny. Committees are taking a more active role in performance management, close monitoring of the financial situation of the council and monitoring progress against the transformation programme and Assurance Review Action Plan. Officers are actively supporting these approaches and will monitor this on an ongoing basis.
11. There are encouraging signs that the organisational culture, behaviours and attitudes towards O&S are developing in a positive direction. Attendance from portfolio holders at O&S meetings is good. Effective informal relationships are developing well between O&S members and senior officers and portfolio holders. This is an essential mechanism for ensuring that O&S can understand the priorities of the Council and direct its resources most effectively. The Council's Corporate Management Board has agreed to regularly review workplans for O&S and there is a good commitment from the Leader of the council and senior officers to supporting scrutiny activity. Officers supporting O&S will continue to encourage the development of these relationships. Actions identified around training for officers on O&S will assist in embedding a sound understanding of the purpose of O&S across the organisation and the role it plays in strong effective governance.

## **Options Appraisal**

12. An options appraisal is not required for this update report.

### **Summary of financial implications**

13. There are no direct financial implications arising from this report but councillors should note comments built into this report and the action plan regarding resources available to support O&S. Additional O&S activity was agreed by Council in September 2023 when the O&S committee structure was reviewed. The implications of resourcing this change were set out to Council within the accompanying report and a request for appropriate staffing budget to support an increase in O&S activity is currently in the determination stage through annual budget setting processes.
14. Direct officer support to O&S is split between core functions (the servicing of meetings and production of minutes and agendas); proactive support to assist councillors in the planning of effective scrutiny sessions and strategic improvements across the scrutiny function. Where resources are stretched, they must be directed to core function support to ensure statutory requirements are met. This will affect the pace of progress against the O&S action plan.

### **Summary of legal implications**

15. There are no direct legal implications arising from this report. Overview and Scrutiny is a statutory function of all councils operating an executive model of decision making. Improvements to the function, outlined in the report, will ensure that the work of O&S Committees in BCP Council complies with relevant legislation, upholds statutory guidance and contributes to good governance within the Council.

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

16. There are no direct human resource implications arising from this report.

### **Summary of sustainability impact**

17. There are no direct sustainability impacts arising from this report.

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

18. There are no direct public health implications arising from this report.

### **Summary of equality implications**

19. This update report does not require an equality impact assessment.

### **Summary of risk assessment**

20. The improvements identified for O&S, as set out in the O&S action plan, will ensure that statutory guidance is upheld. There is a risk that the guidance will not be properly upheld by the Council if actions identified are not taken or progressed in a timely way.

### **Background papers**

Published works:

[Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#)

[Assurance Review Action Plan](#)

## **Appendices**

### Appendix 1 – Overview and Scrutiny Action Plan 2023-24

### Introduction

This action plan outlines improvement activity for BCP Council's Overview and Scrutiny function. This activity has been identified as appropriate to bring O&S practices to the level outlined in the Government's [Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#)

The actions also address recommendations arising from the Department for Levelling Up, Housing & Communities' (DLUHC) [external assurance review](#) and [Best Value Notice](#), issued on the 3 August as well as the Chief Executive's own [internal assurance review](#) conducted in Spring and updated in Summer 2023. The resulting [Assurance Review Action Plan](#) has been established by the Council to respond to these recommendations.

### Guidance Note

This action plan follows the themes of the statutory guidance which are categorised as follows:

- Culture • Resourcing • Selecting Committee Members • Power to Access Information • Planning Work • Evidence Sessions

All relevant paragraphs of the guidance have been included within the action plan, to aid reader's understanding of why actions have been identified. Please note that where actions are similar (eg. reflecting different aspects of councillor training required) they remain split into separate actions to demonstrate how these will uphold the statutory guidance. It should be noted that for this reason the action plan is highly detailed and serves as an operational tool to progress actions as well as for reporting on progress.

Actions are grouped and action leads identified as per the coding set out in the key below. Where actions are duplicated, the update is provided against the first arising action. A RAG rating is used to show progress against actions along with a commentary, with the latest updates provided in blue text.

| Key  |   |                           |
|--|---|---------------------------|
| Code   | Description                                     | Action Lead               |
| MT1  | Member Training – induction and refresher       | Democratic Services Team  |
| MT2  | Member Training – Chairs                        |                           |
| MT3  | Member Training – ongoing programme of training |                           |
| OT1  | Officer Training                                |                           |
| RD1  | Role Descriptions for O&S leads                 |                           |
| CM1  | Chairs’ Meetings                                |                           |
| WS1  | Work Selection and Scoping                      |                           |
| CI1  | Community Insight                               |                           |
| WP1  | Web Presence                                    |                           |
| WM1  | Working Methods                                 |                           |
| TOR1   | Terms of Reference for O&S Committees           |                           |
| CR1  | Constitution Review                             |                           |
| L1   | Library of O&S Resources                        |                           |
| P1   | Protocol and Tool Development                   |                           |
| AR1  | Annual Reporting on O&S                         |                           |
| R1   | Resourcing                                      | Democratic Services Team  |
| COM1   | Communications                                  |                           |
| CMT1   | Corporate Management Team Action                | Corporate Management Team |
| C1   | Cabinet Action                                  | Cabinet                   |
| CL1  | Chief Executive/ Leader Action                  | Chief Executive/ Leader   |
| CS1  | Supporting Children’s Services O&S              | Democratic Services Team  |
| RAG Rating   |   |                           |
| Significant delay likely to affect action completion |   |                           |
| Some delay likely to affect action completion        |   |                           |
| Action on track to complete as planned               |   |                           |
| Action completed                                     |   |                           |



## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:  | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)  | RAG and timescales                                    | Code |
|---|----|---|---|------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |    |   |   |      |
| <b>Culture</b>  |    |   |   |      |
| <b>Scrutiny is Member Led</b>   |    |   |   |      |
| <i>The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.</i> | 1a | New Councillor and refresher training to be provided to include –<br>O&S in BCP is Member led   | Complete.<br>Monitor the need for refresher training. | MT1  |
|   | 1b | Role descriptions to be developed for Councillors in leading O&S roles to clarify expectations for this role<br>Not started. Completion likely to be delayed to Spring 2024.  | Autumn 2023   | RD1  |
|   | 1c | Establish calendar of meeting dates for O&S chairs for collective leadership and oversight of the effectiveness of the O&S function.<br>Calendar of meetings planned for 2024   | Complete  | CM1  |
| <b>Scrutiny is understood and recognised across the organisation</b>  |    |   |   |      |
| <i>Recognising scrutiny's legal and democratic legitimacy – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.</i>                      | 2a | New Councillor and refresher training to be provided to include –<br>Background and statutory powers of O&S, to raise the profile and importance of the scrutiny function within the organisation.  | Complete.<br>Monitor the need for refresher training. | MT1  |
|   | 2b | Officer refresher training to be provided to include –<br>Background and statutory powers of O&S, to raise the profile and importance of the scrutiny function within the organisation<br>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place. | Winter 2023   | OT1  |

## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:   | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)  | RAG and timescales  | Code |
|--|----|---|---|------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |    |   |   |      |
| <b>Scrutiny draws on community insight and selects topics of community relevance</b>   |    |   |   |      |
| <i>Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.</i> | 3a | New Councillor and refresher training to be provided to include –<br>Councillors bring community insight to their scrutiny work   | Complete.<br>Monitor the need for refresher training.       | MT1  |
|  | 3b | Strengthen O&S work selection criteria, as set out in the constitution, to include consideration of the impact and value to the public when selecting work programme topics. Review for use in annual work programming for O&S Committees.<br>O&S scrutiny request forms ask councillors to outline the value to be added to BCP Council, the area or its inhabitants of a proposed scrutiny topic. Use of this form is becoming embedded by councillors and is being used as part of annual work programming. O&S work programmes now include more work balanced towards the impact on BCP residents. Examples include Blue Badge Waiting times and the impact of Safety Valve proposals on young people, families and schools. Officers will continue to encourage selection of O&S topics that have tangible benefit to residents and monitor work programmes. | Complete, monitor long-term.                                | WS1  |
|  | 3c | Use is made of community insight through the selection of work topics that are driven by community need, evidence sessions, use of subject experts and data providing the view of residents and community groups.<br>O&S Board and Environment & Place O&S will undertake work programming in December 23 – Feb 24, with a particular focus on councillors using ward insight to raise issues of community need and concern.  | In annual work programming for O&S Committees - Autumn 2023 | CI1  |

## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:  | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)  | RAG and timescales  | Code |
|---|----|---|---|------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |    | Greater use of subject experts and community insight have been included in O&S since May 2023. Examples include a subject expert on the Safety Valve programme, developer input to Local Plan discussions and regular Healthwatch contributions at HASC O&S Committee. The terms of reference of the Environment & Place O&S Committee was amended by Council in September 2023, to include additional insight on sustainability matters in the form of two non-voting member independent members. Recruitment to these positions is expected to conclude by May 2024.<br>Use of community insight and evidence could be developed further still and officers will encourage at the scoping stage of forthcoming work.  |   |      |
|   | 3d | Develop O&S web pages to clarify public role in O&S, ways to engage and improve ease of access for topic suggestion<br>Not started.   | Autumn 2024   | WP1  |
| <b>Scrutiny has a clear role and focus</b>  |    |   |   |      |
| <i>Identifying a clear role and focus – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority</i> | 4a | Scrutiny committees agree a clear communicable role or focus for the year when planning their work programme in order to assist in topic selection and in ensuring that stakeholders can anticipate which topics are likely to be of interest to scrutiny, and plan accordingly for engagement. This may be in the form of a 'lens' (eg. risk) through which to scrutinise topics, or a key priority or set of priorities for a committee (eg. 'budget' or 'ofsted improvement plan')<br>HASC O&S and Children's Services O&S Committees have planned work for the 2023/24 municipal year which is published with each agenda. These committees would benefit from establishing a more defined lens or communicable focus for the 2024/25 work programmes.<br>The focus of Environment & Place O&S Committee has been more clearly defined by changes to the O&S structure, which | In annual work programming for O&S Committees – Autumn 2023 | WS1  |

| <b>Relevant Extract from:</b><br><br><b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b> | <b>ID</b> | <b>Action for BCP Council with updates</b><br><br><b>(Latest updates December 2023 in blue text)</b>   | <b>RAG and timescales</b>                                   | <b>Code</b> |
|---|-----------|--|---|-------------|
|   |           | <p>defined the remit of the committee as largely focussed on environmental and sustainability matters.</p> <p>O&amp;S Board will establish a work programme during workshops in December 23-February 24. Establishing a role or focus for the year is planned into the scope for this work.</p>  |   |             |
|   | 4b        | <p>Committees carefully consider the type and balance of work undertaken to ensure that work aims can be met within the meeting capacity available. This will require a determined focus to undertake work in diverse ways eg.</p> <ul style="list-style-type: none"> <li>receiving information based reports outside of meetings,</li> <li>establishing O&amp;S rapporteurs (topic champions) to maintain oversight of an issue and report back to committee on exceptions</li> <li>reducing the level of Cabinet decision scrutiny to free up capacity for more overview work.</li> </ul> <p>O&amp;S Committees received training in May 2023 and advice from the O&amp;S Specialist at all meetings in Summer 2023, to encourage diverse ways of working and there is now good progress in moving to more diverse ways of working to free up capacity for more value-added work.</p> <p>Since then, O&amp;S Board has made use of the member-led rapporteur model in work on Blue Badge waiting times. Other committees have agreed information which can be circulated outside of meetings to free up committee time.</p> <p>All committees demonstrate that they are mindful of the need to balance the level of Cabinet decision scrutiny to free up capacity for more overview work, this is evident both in committee planning and informal briefings with Chairs. Officers will continue to support this approach.</p> <p>The work programme and ways of working selected for the year ahead will be determined in February 2024 work programming</p> | In annual work programming for O&S Committees – Autumn 2023 | WM1         |

## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:   | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)   | RAG and timescales           | Code |
|--|----|--|------------------------------|------|
| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>   |    | activity for O&S Board and Environment & Place O&S Committee.  |                              |      |
|  | 4c | Develop user friendly terms of reference documents for each O&S committee based on split of responsibility set out in constitution.<br>Updated terms of reference are now circulated with the forward plan paper for each O&S Committee. | Complete                     | TOR1 |
| <b><i>There is a clear distinction between scrutiny and audit</i></b>  |    |  |                              |      |
| <i>Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic</i> | 5a | Division of responsibility already established within the Articles of the Constitution.  | Complete                     | CR1  |
|  | 5b | A&G chair invitation to be scheduled into annual programme of O&S Chairs meetings<br>A&G Chair has been invited to attend meeting during 2024.   | Complete                     | CM1  |
| <i>While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications.</i>   | 6  | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include –<br>The findings of independent whistleblowing investigations<br>Not started                           | Spring/<br>Summer<br>2024    | L1   |
| <b><i>The relationship between scrutiny and the executive is effective</i></b>   |    |  |                              |      |
| <i>Ensuring early and regular engagement between the executive and scrutiny – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme.</i>  | 7a | Portfolio Holders attend O&S meetings when requested, or send deputies<br>Attendance of Portfolio Holders at O&S when requested is now well established and will continue to be encouraged.  | Complete, monitor long-term. | C1   |

| <b>Relevant Extract from:</b><br><br><b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b> | <b>ID</b> | <b>Action for BCP Council with updates</b><br><br><b>(Latest updates December 2023 in blue text)</b>   | <b>RAG and timescales</b>                | <b>Code</b> |
|---|-----------|--|--|-------------|
|   | 7b        | The Cabinet Forward Plan is regularly updated with sufficient notice of forthcoming priorities to enable O&S to engage effectively at an early stage in policy shaping.<br>Populating the Cabinet Forward Plan is a work in progress, with priorities currently identified approximately 3 months ahead. The Leader has committed to populating the plan 6 months ahead. The O&S Specialist met with CMB in November 2023 to outline the implications on O&S of Forward Planning by the Cabinet. | Immediate and ongoing request to Cabinet | C1          |
|   | 7c        | The Constitution sets out that it is good practice for there to be regular, informal dialogue between O&S leads and Portfolio Holders in order that O&S can understand developing Cabinet priorities, discuss and assess the value that Overview and Scrutiny can provide and contribute in a timely way to policy development (O&S Procedure Rule 8.3).<br>Officers regularly encourage this action.  | Complete, monitor long-term.             | CR1         |
|   | 7d        | Role descriptions to be developed for Councillors in leading O&S roles to clarify expectation that scrutiny chairs establish informal working arrangements with relevant Portfolio Holders.<br>Not started. Completion likely to be delayed to Spring 2024.  | Autumn 2023                              | RD1         |
|   | 7e        | Lines of accountability between scrutiny committees and Portfolio Holders were agreed by Council in April 2022- review after election when any change to Cabinet portfolios are known and document these in a more granular way than is captured within the constitution to aid transparency.<br>Changes were made to O&S Committees by Council in September 2023. New lines of accountability are identified in updated terms of reference documents, providing clarity on                      | Complete                                 | TOR1        |

## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:   | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)  | RAG and timescales                                 | Code |
|--|----|---|--|------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |    | lines of accountability. These are circulated with each O&S agenda.   |  |      |
|  | 7f | Maintain a review of the Portfolio/ O&S Committee alignment to ensure that it is fit for purpose, with amendments to be suggested via O&S annual report to Council, as required.<br>To be reviewed in next round of annual reporting.   | Summer 2024  | AR1  |
| <i>The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee</i> | 8a | O&S considers work requested by Cabinet or Council using the criteria written into the constitution - Criteria already exists in constitution and is used to assess requests.<br>To date, no requests for scrutiny have been made from Cabinet or Council. Use of the appropriate criteria for requests will be encouraged for any future requests.   | Complete, monitor long-term.                       | WS1  |
|  | 8b | New Councillor and refresher training to be provided to include –<br>All Political Groups be reminded of the incompatibility of the whip with O&S, and the forms that this may take.<br>The message was reinforced in training and the CEx has had written confirmation from every Group Leader that the party whip, or similar, will not be applied around the Overview and Scrutiny functions.  | Complete. Monitor the need for refresher training. | MT1  |
|  | 8c | O&S chairs to be opposition members, where practicable, to reduce risk of executive control being exercised over O&S – referral to Constitution Review Working Group for consideration of any appropriate Constitution changes to set out this good practice - prior to May 2024 O&S Chairs elections.<br>Since May 2023 all O&S Committees have appointed a Chair, and in most cases, a Vice-Chair, from outside of the Administration. O&S Board has confirmed a wish to include this within the constitution. Suggested changes to the constitution to confirm this practice will be passed to the | Spring 2024  | CR1  |

# Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:  | ID | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)  | RAG and timescales                                 | Code |
|---|----|---|--|------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |    | Constitution Review Working Group in line with planned timescales.  |  |      |
|   | 8d | Role descriptions to be developed for Councillors in leading roles to clarify expectation that scrutiny chairs establish informal committee pre-meetings, to assist the committee in working towards its aims and taking a cross-party approach to scrutiny.<br>Development of role descriptions has been delayed, however, some O&S Chairs have established pre-meetings successfully, and officers continue to encourage these. | Autumn 2023  | RD1  |
|   | 8e | O&S Chairing skills training to be delivered to include the benefit of pre-meetings, and management of political dynamics in scrutiny to avoid a de facto opposition approach.<br>Chairing skills training already provided in Summer 2023 induction. O&S leadership training to be provided via LGA workshops in Jan/ Feb 2024 to the current O&S Chairs.  | Winter 2024  | MT2  |
| <i>The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting</i> | 9a | Clarity of O&S powers in determining attendees and participation already written into constitution at O&S Procedure Rule 9.1  | Complete   | CR1  |
|   | 9b | New Councillor and refresher training to be provided to include –<br>Clarity of scrutiny's powers in determining attendees and participation in O&S.  | Complete. Monitor the need for refresher training. | MT1  |
|   | 9c | Scrutiny committees to be asked to consider appropriate invitees when scoping a piece of work and to consider where more value may be added by an officer/ scrutiny session as opposed to a Cabinet member scrutiny<br>Appropriate invitees are considered in the planning stage for all O&S work. Since June there has been a noticeable shift in  | Complete, monitor long-term.                       | WS1  |



## Overview and Scrutiny Action Plan 2023-24

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|---|----|--|--------------------|---------|
| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |    |  |                    |         |
|   |    | emphasis within the Council, with officers being invited to contribute on specific issues at scrutiny as appropriate. The range of inquiry from councillors to both portfolio holders and officers is much improved and this will continue to be encouraged. |                    |         |
| <b>Managing disagreement</b>  |    |  |                    |         |
| <i>Effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee. It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement. One way in which this can be done is via an 'executive-scrutiny protocol' which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often, the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.</i> | 10 | Executive members and O&S Chairs group to consider the value for BCP in preparing an executive – scrutiny protocol. Discussions on this have not started and are likely to be raised with councillors in Spring 2024.  | Winter 2023        | C1/ CM1 |
| <i>Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.</i>   | 11 | Use of call-in be monitored and reflected within annual report to Council.   | Summer 2024        | AR1     |
| <b>Ensuring impartial advice from officers</b>  |    |  |                    |         |
| <i>Authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a</i>  | 12 | Officer refresher training to be provided to include –<br>The importance of impartial advice to O&S<br>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.   | Winter 2023        | OT1     |

## Overview and Scrutiny Action Plan 2023-24

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|---|-----|--|--|------|
| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>  |     |  |  |      |
| <i>particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.</i>   |     |  |  |      |
| <b>Communicating scrutiny's role and purpose to the wider authority</b>   |     |  |  |      |
| <i>The scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.</i> | 13  | Officer refresher training to be provided to include –<br>The identity of those providing officer support to O&S.<br><i>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</i>  | Winter 2023  | OT1  |
| <b>Maintaining the interest of full Council in the work of the scrutiny committee</b>   |     |  |  |      |
| <i>Part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.</i>  | 14a | Report annually to Council on the work of scrutiny, and progress on actions to improve scrutiny  | Summer 2024  | AR1  |
| <i>One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.</i>   | 14b | New Councillor and refresher training to be provided to include –<br>The appropriate route for recommendations to full Council or Cabinet  | Complete. Monitor the need for refresher training. | MT1  |
|   | 14c | Consideration be given to any amendments required to constitution to clarify reporting routes from O&S - referral to Constitution Review Working Group for consideration.<br><i>Any Suggested changes to the constitution will be passed to the Constitution Review Working Group in line with planned timescales.</i> | Spring 2024  | CR1  |

## Overview and Scrutiny Action Plan 2023-24

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|--|-----|---|---|------|
| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b><br><b>Communicating scrutiny's role to the public</b>   |     |   |   |      |
| <i>Authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process</i>  | 15a | Consideration be given to the promotion of outcomes via Communications Team at the scoping stage of O&S work. <i>Some O&amp;S activity relating to high profile decisions is already promoted by the Communications Team. Greater use could be made of promotion opportunities to raise the profile of O&amp;S work. Consideration of this will be encouraged through work planning workshops for O&amp;S Board and Environment and Place O&amp;S December 2023-Feb 2024.</i> | In annual work programming for O&S Committees – Autumn 2023 | COM1 |
|  | 15b | O&S webpage development - See action 3d above. <i>Not started</i>   | Autumn 2024   | WP1  |
| <b>Ensuring scrutiny members are supported in having an independent mindset</b>  |     |   |   |      |
| <i>Formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers. Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them.</i><br><br><i>Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.</i> | 16a | New Councillor and refresher training to be provided to include –<br>The importance of an independent mind-set to O&S   | Complete. Monitor the need for refresher training.          | MT1  |
|  | 16b | O&S Chairs are supported by Officers to identify and plan for contentious issues through Chairs briefings. <i>Chairs are well supported by officers in regular briefings to scope and plan the level of interest anticipated in O&amp;S work and any necessary adjustments. Most committees have established a calendar of chairs briefings.</i>  | Programme of briefings to be agreed by Autumn 2023          | WS1  |
|  | 16c | Establish calendar of meeting dates for O&S chairs to include-monitoring the independence of O&S<br><i>Calendar of meetings planned for 2024</i>  | Complete  | CM1  |

## Overview and Scrutiny Action Plan 2023-24

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|---|-----|---|---|-------------|
| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>  |     |   |   |             |
| <b>Resourcing scrutiny</b>  |     |   |   |             |
| <p><i>The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.</i></p> <p><i>Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.</i></p> <p><i>When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include: • Scrutiny's legal powers and responsibilities; • The particular role and remit scrutiny will play in the authority; • The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations; • The need for ad hoc external support where expertise does not exist in the council; • Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and • Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions</i></p> | 17  | <p>Consideration be given to the level of officer resource available to support scrutiny and that this is appropriate to ensure effective outputs that add value to the organisation – discussion with O&amp;S chairs group, with views to be passed to Corporate Management Team.</p> <p>Risks associated with insufficient resource to support O&amp;S were highlighted to CMB and Council in September 2023 when a decision was taken to increase the overall number of O&amp;S meetings. Increases to O&amp;S meeting numbers have been made over recent years with no increase in resource. O&amp;S meetings in 2024 are expected to be 23% higher than can be contained within existing resources, excluding any additional special meetings that may also be called by committees. Increased meeting numbers and limited O&amp;S resource has caused some delay to strategic actions in 2023, such as work programming support. A bid for additional staff to support the change in O&amp;S committee structure has been made through the budgeting process. The outcome of this is not yet known.</p> | Autumn/<br>Winter 2023                                | R1/<br>CMT1 |
| <p><i>Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the</i></p>  | 18a | <p>New Councillor and refresher training to be provided to include –</p> <p>Use of resource, and effective wider authority engagement in O&amp;S</p>  | Complete.<br>Monitor the need for refresher training. | MT1         |

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|---|-----------|--|---|-------------|
| <i>ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).</i>  | 18b       | Officer refresher training to be provided to include –<br>Use of resource, and effective wider authority engagement in O&S<br>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.  | Winter 2023   | OT1         |
|   | 18c       | As required by the constitution, all requests for O&S committees to undertake work are considered by Committees against the current resource levels available to support the request<br>All committees are asked to take account of resources when considering requests for work, especially commissioned work such as working groups and additional meetings. Resource to support O&S work continues to be exceeded in terms of additional O&S meetings agreed by Council changes to the O&S structure and through special O&S meetings requested by O&S Chairs to address arising business. A bid for additional staff to support this increase has been made through the budgeting process. The outcome of this is not yet known.<br><br>O&S Board in particular has adapted practices to work within resources available with more manageable committee agendas, meeting duration and greater level of member led work taking place outside of committee.<br><br>All committees would benefit from retaining clear capacity within their annual work programmes to ensure space exists to respond to arising issues without exceeding resource.<br><br>The risk of exceeding resources remains a reduction in the quality of support that can be provided, as resources are diverted to core services; and a delay to strategic developments to O&S as identified in this action plan. | In annual work programming for O&S Committees – Autumn 2023 | R1          |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     | Officers will continue to provide guidance to support an O&S function that can work productively within resources available.  |  |      |
|  | 18d | Establish calendar of meeting dates for O&S chairs to include-monitoring the total level of resource available across the O&S function<br>Calendar of meetings planned for 2024   | Complete   | CM1  |
| <b>Statutory scrutiny officers</b>   |     |   |  |      |
| Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer, someone whose role is to:  | 19a | Statutory scrutiny officer is appointed and sits within the Democratic Services Team.   | Complete   | R1   |
| <ul style="list-style-type: none"> <li>• promote the role of the authority's scrutiny committee;</li> <li>• provide support to the scrutiny committee and its members; and</li> <li>• provide support and guidance to members and officers relating to the functions of the scrutiny committee.</li> </ul> | 19b | The Statutory Scrutiny Officer role is set out in the constitution to aid authority wide understanding - referral to Constitution Review Working Group for consideration.<br>Any Suggested changes to the constitution will be passed to the Constitution Review Working Group in line with planned timescales. | Winter 2023  | CR1  |
|  | 19c | New Councillor and refresher training to be provided to include –<br>The role of the statutory scrutiny officer, to increase visibility   | Complete. Monitor the need for refresher training. | MT1  |
|  | 19d | Officer refresher training to be provided to include –<br>The role of the statutory scrutiny officer, to increase visibility.<br>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.                            | Winter 2023  | OT1  |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     |   |   |      |
|  | 19e | Consider the interface of the statutory scrutiny officer role with Corporate Management Team to ensure that planning for engagement with scrutiny can be considered for significant forthcoming decisions.<br><i>Statutory Scrutiny Officer met with CMB in November 2023 and agreed quarterly reporting of O&amp;S Forward Plans through CMB, and encouraged directorates to consider potential O&amp;S engagement in all significant forthcoming decisions.</i> | Complete  | CMT1 |
| <b>Officer resource models</b>   |     |   |   |      |
| <i>Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.</i>   | 20  | Officer refresher training to be provided to include –<br>The importance of impartial advice to O&S.<br><i>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</i>  | Winter 2023   | OT1  |
| <b>Selecting Committee Members</b>   |     |   |   |      |
| <i>Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.</i><br><br><i>When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.</i> | 21a | New Councillor and refresher training to be provided to include –<br>Appropriate selection of committee members, in order that this can be taken account of by political groups when establishing their committee representation.   | Complete.<br>Monitor the need for refresher training. | MT1  |



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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>  |     |   |                        |      |
| <p><i>Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality)</i></p> <p><i>Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.</i></p>   | 21b | <p>A programme of ongoing scrutiny skills training to be developed for delivery to O&amp;S Councillors throughout municipal year 2023/24.</p> <p>Following induction training, a range of development opportunities have been provided to councillors through the LGA, the South West Scrutiny Network and the Centre for Governance and Scrutiny. This has included skills development around work planning, finance scrutiny, chairing, O&amp;S leadership and scrutinising data &amp; performance. An all-councillor session is being planned for February 2024 to identify any training and development gaps to inform ongoing training plans.</p> <p>Arising opportunities will continue to be promoted to O&amp;S councillors and additional training delivery planned according to budget and resource availability.</p> | Autumn 2023 – May 2024 | MT3  |
| <p><i>Authorities are reminded that members of the executive cannot be members of a scrutiny committee. Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate.</i></p> <p><i>Authorities should articulate in their constitutions how conflicts of interest, including familial links between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.</i></p> | 22a | <p>Review Constitution rules for clarity on the principle of Executive lead members sitting on O&amp;S referral to Constitution Review Working Group for consideration.</p> <p>Constitution identifies that Executive lead members cannot sit on O&amp;S.</p>   | Complete               | CR1  |
|   | 22b | <p>Review constitution to consider providing further clarity on how to manage conflicts of interest, including when Councillors move between roles - referral to Constitution Review Working Group for consideration.</p> <p>Any Suggested changes to the constitution will be passed to the Constitution Review Working Group in line with planned timescales.</p>   | Winter 2023            | CR1  |



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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>   |     |   |   |      |
| <b>Selecting a chair</b>   |     |   |   |      |
| <i>The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.</i>  | 23a | New Councillor and refresher training to be provided to include –<br>Appropriate selection of committee chairs, in order that this can be taken account of by political groups when establishing their proposed chair nominees  | Complete.<br>Monitor the need for refresher training. | MT1  |
| <i>The attributes authorities should and should not take into account when selecting individual committee members also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.</i> | 23b | O&S Charing skills training to be delivered to include - leadership skills.<br>Charing skills training already provided in Summer 2023 induction. O&S leadership training to be provided via LGA workshops in Jan/ Feb 2024 to the current O&S Chairs.  | Winter 2024   | MT2  |
| <i>Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives</i>  | 24  | Review constitution to consider providing further clarity on the Chair not presiding over scrutiny of relatives- referral to Constitution Review Working Group for consideration.<br>Any Suggested changes to the constitution will be passed to the Constitution Review Working Group in line with planned timescales. | Winter 2023   | CR1  |
| <i>The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot.</i>  | 25a | Secret ballot method vote for Chair and Vice Chair is already in place within constitution at Meeting Procedure Rule 19.  | Complete  | CR1  |
|  | 25b | See 8c above 'opposition chairs'  | See relevant action above.                            | CR1  |
| <b>The role of the chair</b>   |     |   |   |      |
| <i>Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.</i>   | 26  | O&S Charing skills training to be delivered to include – independence of O&S, and the need to avoid de facto opposition role.   | Winter 2024   | MT2  |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     |  |                              |      |
|  |     | Charing skills training already provided in Summer 2023 induction. O&S leadership training to be provided via LGA workshops in Jan/ Feb 2024 to the current O&S Chairs.  |                              |      |
| <b>Training for committee members</b>  |     |  |                              |      |
| <i>Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.</i> | 27a | See action 2a above - new Councillor and refresher training on statutory powers of O&S   | See relevant action above.   | MT1  |
| <i>When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.</i>  | 27b | A programme of ongoing scrutiny skills training to be developed for delivery to O&S Councillors throughout municipal year 2023/24, to include –<br>questioning skills training.<br>Some questioning skills training was incorporated into O&S induction training.<br>An all-councillor session is planned for February 2024 to identify any training and development gaps to inform ongoing training plans.<br>Arising opportunities will continue to be promoted to O&S councillors and additional training delivery planned according to budget and resource availability. | Autumn 2023 – May 2024       | MT3  |
|  | 27c | Training to be delivered by external facilitators as appropriate and according to budget available.<br>A mix of in-house support and external facilitators have been used in training and development to date to provide additional O&S expertise and insight to specific training areas as appropriate. This approach will continue to be used according to budget and resource availability.   | Complete, monitor long-term. | MT3  |
| <i>While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable. There are two principal ways to procure this:</i><br>• Co-option – formal co-option is provided for in legislation.  | 28a | Facility to use external experts by O&S is already set out in constitution at Article 6, Rule 6.6.   | Complete                     | CR1  |

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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>   |     |  |                    |      |
| <i>Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and</i><br><ul style="list-style-type: none"> <li>• <i>Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence</i></li> </ul> | 28b | <p>Consideration be given to the appropriate use of external experts at the scoping stage of O&amp;S work.</p> <p>Greater use of subject experts and community insight have been included in O&amp;S since May 2023. Examples include a subject expert on the Safety Valve programme, developer input to Local Plan discussions and regular Healthwatch contributions at HASC O&amp;S Committee. The terms of reference of the Environment &amp; Place O&amp;S Committee was amended by Council in September 2023, to include additional insight on sustainability matters in the form of two non-voting member independent members. Recruitment to these positions is expected to conclude by May 2024.</p> <p>Use of community insight and evidence could be developed further still and officers will continue to encourage at the scoping stage of forthcoming work.</p> | Autumn 2023        | WS1  |
| <b>Powers to Access Information</b>  |     |  |                    |      |
| <i>A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.</i>  | 29a | Enhanced rights of O&S in relation to access to information are already set out in Constitution at Access to Information Procedure Rule 24.  | Complete           | CR1  |
| <i>This need is recognised in law, with members of scrutiny committees enjoying powers to access information. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their</i>     |     |  |                    |      |

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|---|-----------|---|---|-------------|
| <i>duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.</i><br><br><i>When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.</i> | 29b       | New Councillor and refresher training to be provided to include – enhanced rights of O&S in relation to access to information   | Complete.<br>Monitor the need for refresher training. | MT1         |
| <i>Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.</i>  | 30a       | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include -<br>Performance, Management, Finance, Risk, Complaints, Business Cases and Ombudsman information.<br>This will assist in 'horizon scanning' to enhance the effectiveness of O&S work planning.<br><i>Some committees have selected information to maintain oversight of on a regular basis. This was encouraged through their work planning workshops. O&amp;S Board and Environment &amp; Place O&amp;S will be able to consider suitable oversight information through work planning workshops in December 23-February 24. HASC O&amp;S has established a working group to consider ongoing data needs for the committee in this respect. Development of an online library facility to host information is not yet started.</i> | Spring/<br>Summer 24                                  | L1          |
|   | 30b       | A programme of ongoing scrutiny skills training to be developed for delivery to O&S Councillors throughout municipal year 2023/24, to include –<br>Interpretation performance, management and risk information, and its application to O&S work programming.  | Autumn<br>2023 – May<br>2024                          | MT3         |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |    |   |                    |      |
|   |    | LGA training opportunities in February and March 2024 on 'Data and Managing Council Performance' has been promoted to all councillors.  |                    |      |
| <p><i>Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.</i></p> <p><i>Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member. When agreeing to such requests, authorities should:</i></p> <ul style="list-style-type: none"> <li><i>• consider whether seeking clarification from the information requester could help better target the request; and</i></li> <li><i>• Ensure the information is supplied in a format appropriate to the recipient's needs.</i></li> </ul> | 31 | <p>Support scrutiny committees to be clear in identifying information needs and to scope larger pieces of work effectively so that information expectations can be met by officers and executive members.</p> <p>– In annual work programming for O&amp;S Committees and ongoing, during work programming discussions at each meeting.</p> <p>Where matters are scrutinised that are not already the subject of a report (eg. Cabinet report), scoping meetings are arranged between Chairs and report authors to clarify requirements. O&amp;S Chairs write to committee members to seek input into this. This process could be strengthened further by capture and reflection of the agreed key lines of enquiry in a standard format inclusion within officer reports. Officers plan to develop a standard key lines of enquiry proforma to support this process. O&amp;S Board and Environment &amp; Place O&amp;S will include a dedicated session to establishing key lines of enquiry within their work programming workshops.</p> <p>HASC O&amp;S has established a working group on data needs and the process for identifying these to officers will form a part of the group's enquiries. The agreed process could then be rolled out to other committees.</p> | Autumn 2023        | WS1  |
| <p><i>While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.</i></p>  | 32 | <p>Officer refresher training to be provided to include – Default position of sharing information with O&amp;S</p> <p>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</p>   | Winter 2023        | OT1  |

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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>  |     |   |  |      |
| <i>The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency. Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session</i> | 33a | Situations where information may be withheld from O&S, and actions to communicate this, are already set out in the Constitution at Access to Information Procedure Rule 24.   | Complete   | CR1  |
|   | 33b | New Councillor and refresher training to be provided to include –<br>Default position of sharing information with O&S, and situations where information may be withheld.  | Complete. Monitor the need for refresher training. | MT1  |
|   | 33c | Officer refresher training to be provided to include –<br>Default position of sharing information with O&S, and situations where information may be withheld.<br><i>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</i> | Winter 2023  | OT1  |
| <i>Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions. It is the duty of members and officers to comply with such requests.</i>   | 34a | Requirement for Cabinet members and officers to attend O&S when requested is already set out in constitution at O&S Procedure Rule 9.   | Complete   | CR1  |
|   | 34b | Identification of attendees and formal requests to Cabinet and officers to attend is required by the constitution and an embedded practice.   | Complete, monitor long-term.                       | WS1  |
|   | 34c | Portfolio Holders attend O&S meetings in response to requests, or send deputies.<br><i>Attendance of Portfolio Holders at O&amp;S when requested is now well established and will continue to be encouraged.</i>  | Complete, monitor long-term.                       | C1   |
|   | 34d | New Councillor and refresher training to be provided to include –<br>Requirement of Cabinet members and officers to attend scrutiny when requested  | Complete. Monitor the need for refresher training. | MT1  |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)   |     |   |                    |      |
|   | 34e | Officer refresher training to be provided to include – Requirement of Cabinet members and officers to attend scrutiny when requested.<br><i>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</i> | Winter 2023        | OT1  |
| <b>Seeking information from external organisations</b>  |     |   |                    |      |
| <i>Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations</i>  | 35  | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include -<br>Information from external organisations, as appropriate, to support individual work items and annual work programming<br><i>Not started</i>                   | Spring/ Summer 24  | L1   |
| <i>When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either, scrutiny committees should consider the following:</i>   | 36a | Guidelines for scrutinising external organisations is already included within the Council's Constitution at O&S Procedure Rule 10.  | Complete           | CR1  |
| <i>a) The need to explain the purpose of scrutiny – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;</i><br><br><i>b) The benefits of an informal approach – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;</i> | 36b | Develop a user-friendly protocol to assist committees with approaching, preparing for and scrutinising external organisations.<br><i>Not started</i>  | Summer 2024        | P1   |



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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>  |    |  |                    |      |
| <p>c) How to encourage compliance with the request – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to 'set the record straight' in a public setting; and</p> <p>d) Who to approach – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority's pre-existing relationship with it.</p> |    |  |                    |      |
| <b>Following 'the Council Pound'</b>  |    |  |                    |      |
| <p>Scrutiny committees will often have a keen interest in 'following the council pound', i.e. scrutinising organisations that receive public funding to deliver goods and services.</p> <p>Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees</p>   | 37 | <p>Officer refresher training to be provided to include – Support to scrutiny committees in respect of scrutinising organisations that receive public funding to deliver goods and services</p> <p>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</p> | Winter 2023        | OT1  |



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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     |   |   |      |
| Planning Work  |     |   |   |      |
| <i>Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.</i> | 38a | O&S committees agree a work programme annually drawing ideas from relevant sources, that enables reports to be prepared and brought to the committee in a timely way.<br><a href="#">Children's Services and HASC O&amp;S Committee work programming was supported in Summer/ Autumn 2023.</a><br><a href="#">Work programming for O&amp;S Board and Environment &amp; Place O&amp;S was delayed by O&amp;S structure changes. This will take place in December 23- Feb 24 in a series of workshops supported by the Centre for Governance and Scrutiny, with the workshops also providing a development opportunity in how to plan scrutiny work.</a>  | In annual work programming for O&S Committees – Autumn 2023 | WS1  |
|  | 38b | Work programmes are based on realistic assessment of resources available to O&S, also retaining capacity for some arising issues to be accommodated.<br><a href="#">Resource to support O&amp;S work continues to be exceeded. The Council decision in September to change the O&amp;S committee structure increased the total number of O&amp;S meetings per year, and additional O&amp;S meetings have been requested by O&amp;S Chairs to address arising business. A bid for additional staff to support the Council agreed increase in meetings has been made through the budgeting process. The outcome of this is not yet known.</a><br><br><a href="#">O&amp;S Board and Environment &amp; Place O&amp;S have retained a determined focus to keep agendas at good practice levels of 2-3 substantive items. HASC and Children's O&amp;S Committees would benefit from restricting agenda items further to follow a similar approach, particularly to ensure information giving items are received outside of committee.</a> | In annual work programming for O&S Committees – Autumn 2023 | R1   |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     | <p>All committees would benefit from retaining clear capacity within their annual work programmes to ensure space exists to respond to arising issues without exceeding resource.</p> <p>The risk of exceeding resources remains a reduction in the quality of support that can be provided, as resources are diverted to core services; and a delay to strategic developments to O&amp;S as identified in this action plan.</p> <p>Officers will continue to provide guidance to support an O&amp;S function that can work productively within resources available.</p> |  |      |
|  | 38c | New Councillor and refresher training to be provided to include – Effective O&S Work programming and best use of resources   | Complete. Monitor the need for refresher training. | MT1  |
|  | 38d | Feedback is gathered on O&S outputs and a tool developed to measure the success of O&S.<br>Not started   | Summer 2024  | P1   |
|  | 39a | Each O&S committee may establish separate work plans, with responsibility for monitoring use of resource across all work plans sitting with O&S Board, supported by O&S Chairs. This is set out in the Constitution.   | Complete   | CR1  |
| Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available. | 39b | Establish calendar of meeting dates for O&S chairs to include collective leadership monitoring of O&S resource<br>Calendar of meetings planned for 2024  | Autumn 2023  | CM1  |

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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b><br><b><i>Being clear about scrutiny's role</i></b>   |     |   |                            |                      |
| <p><i>Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.</i></p> <p><i>Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.</i></p> <p><i>Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.</i></p> | 40  | See actions 4a, b and c above – O&S 'focus', working methods and terms of reference.  | See relevant actions above | WS1/<br>WM1/<br>TOR1 |
| <p><i>When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.</i></p>  | 41a | <p>Senior officers and the statutory scrutiny officer support committees in selecting priorities that are of relevance and can add value to the organisation.</p> <p>– In annual work programming for O&amp;S Committees and ongoing, during work programming discussions at each meeting.</p> <p>Committees are well supported by officers in their selection of topics on a meeting-by-meeting basis. Potential areas for value-added scrutiny were identified by officers through service-based training at first meetings of all committees in Summer 2023. Updated officer priorities and suggested areas of scrutiny were gathered to support O&amp;S Board and</p> | Autumn 2023                | WS1                  |

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| Statutory Guidance on O&S (ID 1-53)<br>Chief Executive's Assurance Review (ID 54-58)<br>DLUHC Assurance Review (ID 59 – 64)  |     | Environment & Place O&S in work programming activity commencing December 2023.<br>O&S Board and Environment and Place O&S Committee are being supported by officers to set more diverse work programmes driven by councillor insight and an understanding of strategic and resident priorities. This will be completed in February 2024.<br>All committees would benefit from regularly assessing the value that has been added by their work, to inform future work planning.   |   |      |
|  | 41b | Statutory scrutiny officer to ensure that scrutiny priorities are promoted to Executive members and the wider officer corps via Corporate Management Board and information sharing with Cabinet members.<br>Annual work programmes for Children's O&S and HASC O&S have been set and are published with each agenda, with relevant Portfolio Holders engaging well with these committees and aware of their priorities.<br>O&S Board and Environment & Place O&S priorities will be set in work programming activity commencing December 2023.<br>CMB has agreed to receive all O&S work programmes on a quarterly basis. Relevant priorities will also be shared with Portfolio Holders when known. | Following annual work programming – Autumn/ Winter 2023 | WS1  |
| <b>Who to speak to</b>   |     |  |   |      |
| Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with: <ul style="list-style-type: none"> <li>The public -</li> </ul> | 42a | New Councillor and refresher training to be provided to include –<br>Sources of input to annual work programming, to include community insight to their scrutiny work, partner information and Cabinet forthcoming priorities  | Complete. Monitor the need for refresher training.      | MT1  |

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| <p><i>It is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results</i></p> <p><i>Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.</i></p> <ul style="list-style-type: none"> <li><i>The authority's partners –</i></li> </ul> <p><i>relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:</i></p> <ul style="list-style-type: none"> <li><i>o Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);</i></li> <li><i>o Voluntary sector partners;</i></li> <li><i>o Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);</i></li> <li><i>o In parished areas, town, community and parish councils;</i></li> <li><i>o Neighbouring principal councils (both in two-tier and unitary areas);</i></li> <li><i>o Cross-authority bodies and organisations, such as Local Enterprise Partnerships; and</i></li> </ul> | 42b | See 3C above – use of community insight in O&S work   | See relevant action above.  | CI1  |
|  | 42c | Statutory scrutiny officer to work with communications team to establish how scrutiny can promote its work priorities and gather public insight. To include proactive work with communications team in Spring 2024 to gather public insight to inform future annual work programming in Summer 2024.<br><b>Not started</b>  | <b>Spring 2024</b>  | COM1 |
|  | 42d | See 35 above:<br><br>Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include -<br>Information from external organisations, as appropriate, to support individual work items and annual work programming  | See relevant action above.  | L1   |
|  | 42e | Cabinet is asked to provide input to annual O&S work programming to indicate forthcoming areas of work where O&S can add value.<br><b>All Portfolio Holders were asked to contribute O&amp;S annual work planning by providing information on forthcoming priorities to enable O&amp;S to plan work that can align and add value. Responses to this request have varied, and would benefit from becoming a more widely promoted and embedded practice in the next round of annual work programming.</b> | <b>Complete, encourage greater engagement in next round of annual work-programming.</b> | C1   |
|  | 42f | See 7b above:<br><br>The Cabinet Forward Plan is regularly updated with sufficient notice of forthcoming priorities to enable O&S to engage effectively at an early stage in policy shaping   | See relevant action above.  | C1   |

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| <p><i>o Others with a stake and interest in the local area – large local employers, for example.</i></p> <ul style="list-style-type: none"> <li><i>The executive –</i></li> </ul> <p><i>a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work, but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.</i></p>  | 42g | <p>See 7d above:</p> <p>Role descriptions to be developed for Councillors in leading O&amp;S roles to clarify expectation that scrutiny chairs establish informal working arrangements with relevant Portfolio Holders to ensure scrutiny can be informed of Cabinet priorities in a timely way.</p>  | See relevant action above. | RD1  |
| <b>Information sources</b>  |     |   |                            |      |
| <p><i>Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:</i></p> <ul style="list-style-type: none"> <li><i>• Performance information from across the authority and its partners;</i></li> <li><i>• Finance and risk information from across the authority and its partners;</i></li> <li><i>• Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;</i></li> <li><i>• Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre -decision scrutiny; and</i></li> <li><i>• Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.</i></li> </ul> <p><i>As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information.</i></p> | 43a | <p>See 30a above:</p> <p>Develop a library of O&amp;S oversight information, provided in an online format for Councillors to access independently, to include -</p> <p>Performance, Management, Finance, Risk, Complaints, Business Cases and Ombudsman information.</p> <p>This will assist in 'horizon scanning' to enhance the effectiveness of O&amp;S work planning.</p>   | See relevant action above. | L1   |
|   | 43b | <p>Presumption is made that library of information for O&amp;S Councillors is public, with non- public information shared in appropriate alternative environment to ensure Councillors can remain informed.</p> <p><i>Library development has not started, however the presumption for information shared with O&amp;S to be public is already an embedded practice, with appropriate consideration given on an arising basis to O&amp;S requests for non-public information.</i></p> | Spring/<br>Summer 24       | L1   |

## Overview and Scrutiny Action Plan 2023-24

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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>   |     |   |   |      |
| <i>Authorities should note, however, that the default for meetings should be that they are held in public</i>  |     |   |   |      |
| <i>Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.</i>   | 44  | <p>Support committees to work in more diverse ways to maintain oversight of key information, including circulating information outside of meetings and the use of rapporteurs or champions for particular topics. This will free up committee resource for value added scrutiny.</p> <p>O&amp;S Committees received training in May 2023 and advice from the O&amp;S Specialist at all meetings in Summer 2023, to encourage diverse ways of working and there is now good progress in moving to more diverse ways of working to free up capacity for value-added work.</p> <p>O&amp;S Board have made use of the member-led rapporteur model in work on Blue Badge waiting times. Other committees have agreed information which can be circulated outside of meetings to free up committee time and/or have held informal briefings for information only items. Being more greatly aligned to a performance and oversight role, Children's Services and HASC O&amp;S Committees would benefit from an ongoing rigorous approach to committee agenda planning, to ensure that all information sharing items are received in other ways. Officers will continue to support this approach.</p> | In annual work programming for O&S Committees – Autumn 2023 | WM1  |
| <b>Shortlisting topics</b>   |     |   |   |      |
| <p><i>Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:</i></p> <ul style="list-style-type: none"> <li>• <i>Do we understand the benefits scrutiny would bring to this issue?</i></li> <li>• <i>How could we best carry out work on this subject?</i></li> <li>• <i>What would be the best outcome of this work?</i></li> </ul> | 45a | <p>Extend the use of the 'scrutiny request form' already in place for commissioned items, to encourage consideration of the value to be added by all reports, such as scrutiny's consideration of Cabinet pre-decision items and officer proposed items.</p> <p>– In annual work programming for O&amp;S Committees and ongoing, during work programming discussions at each meeting.</p>   | Autumn 2023   | WS1  |



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| <i>• How would this work engage with the activity of the executive and other decision-makers, including partners?</i>   |     | The use of the 'scrutiny request form' is becoming embedded for councillor requests. It is not currently used for requests to consider other items such as Cabinet items or officer proposed items. This will be discussed at a future O&S Chairs meeting to establish a practicable approach to assessing these requests.   |   |      |
| <i>Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.</i>   | 45b | Review 'scrutiny request form' and update as appropriate to incorporate all suggested areas referenced in O&S guidance.<br>Not yet started.  | Autumn 2023   | P1   |
| <i>Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.</i>   | 45c | See 18c above:<br><br>As required by the constitution, all requests for O&S work are considered by Committees against the current resource levels available to support the request   | See relevant action above.                                  | R1   |
| <b>Carrying out work</b>  |     |  |   |      |
| <b>Selected topics can be scrutinised in several ways, including:</b>   | 46a | Methods of carrying out O&S work are set out within the Constitution at Article 6, Rule 6.9.   | Complete  | CR1  |
| <b>a)</b> As a single item on a committee agenda – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;<br><b>b)</b> At a single meeting – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a given subject, or to have a meeting at which evidence is taken from a number of witnesses; | 46b | Support committees to actively consider diverse ways of working other than committee reports to secure most effective outputs.<br>O&S ways of working were considered through O&S work planning workshops for Children's Services O&S and HASC O&S Committees. This will form part of O&S Board and Environment & Place O&S considerations during work planning workshops commencing December 2023. Officers also encourage consideration of diverse ways of working on an ongoing basis as work programmes are revised. | In annual work programming for O&S Committees – Autumn 2023 | WM1  |



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| <p><i>c) At a task and finish review of two or three meetings – short, sharp scrutiny review are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;</i></p> <p><i>d) Via a longer-term task and finish review – the 'traditional' task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and</i></p> <p><i>e) By establishing a 'standing panel' – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.</i></p> | 46c | Review and develop task and finish/ working group scoping document, protocol and joint working group protocol<br>Not started  | Summer 2024   | P1   |
| <b>Evidence sessions</b>   |     |   |   |      |
| <p><i>Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal 'task and finish' groups or at standalone sessions.</i></p> <p><i>Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.</i></p>  | 47  | Consider the appropriateness of conducting evidence sessions to scrutinise particular topics when planning annual work programmes. These will need proactive planning to ensure that sufficient resource can be made available to support effective sessions.<br>No evidence sessions were planned for Children's Services or HASC O&S Committees during work programming. This will form part of O&S Board and Environment & Place O&S considerations during work planning workshops commencing December 2023. | In annual work programming for O&S Committees – Autumn 2023 | WM1  |

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| <b>How to plan</b><br><i>Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.</i>   | 48 | New Councillor and refresher training to be provided to include –<br>Evidence led approach to O&S, and how to conduct an effective evidence session  | Complete. Monitor the need for refresher training. | MT1  |
| <i>Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.</i><br><br><i>As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.</i> | 49 | O&S Chairing skills training to be delivered to include how to plan for and lead evidence sessions, establish aims and manage different objectives from committee members<br>Chairing skills training already provided in Summer 2023 induction. O&S leadership training to be provided via LGA workshops in Jan/ Feb 2024 to the current O&S Chairs.  | Winter 2024  | MT2  |
| <i>Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.</i><br><br><i>After an evidence session, the committee might wish to hold a short 'wash-up' meeting to review whether their objectives were met and lessons could be learned for future sessions</i>                           | 50 | O&S Chairing skills training to be delivered to include how to draw together themes and highlight key findings at the end of evidence sessions – this approach to be extended to all O&S work items to ensure Chairs can provide transparent summary of discussions.<br>Chairing skills training already provided in Summer 2023 induction. O&S leadership training to be provided via LGA workshops in Jan/ Feb 2024 to the current O&S Chairs. | Winter 2024  | MT2  |

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| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b><br><b>Developing recommendations</b><br><i>The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.</i><br><br><i>The drafting of reports is usually, but not always, carried out by officers, directed by members.</i>   |     |  |  |               |
|  | 51a | Officer refresher training to be provided to include –<br>Officers to provide timely, transparent advice to committees in all areas of O&S work, as appropriate.<br><i>Not started. Completion likely to be delayed to Spring/ Summer 2024. Early discussions regarding development of Skillsgate module are taking place.</i>   | Winter 2023  | OT1           |
|  | 51b | For longer pieces of O&S work, a lead officer to be identified at the scoping stage who will support report drafting - include this within relevant protocols listed at 46c above.<br><i>This is included within scoping documents for O&amp;S working groups.</i><br><i>Protocol review not yet started and is planned to take place within identified timescales.</i>  | Immediate, as arising (WS1/R1)<br><br>Protocol review Summer 2024 (P1) | WS1/R1/<br>P1 |
| <i>Authorities draft reports and recommendations in a number of ways, but there are normally three stages:</i><br><br><i>i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;</i><br><i>ii. The development of those findings, which will set out some areas on which recommendations might be made; and</i><br><i>iii. the drafting of the full report.</i><br><br><i>Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.</i> | 52  | New Councillor and refresher training to be provided to include –<br>Consideration of appropriate recommendations and reporting route for O&S work, to include consideration of what SMART recommendations may look like. Consideration of this to take place at the scoping stage of O&S work, to ensure scope is clear enough and to provide an indication of the value that is likely to be added by the work undertaken. | Complete. Monitor the need for refresher training.                     | MT1           |

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| <i>Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.</i>  |     |   |   |                            |
| <i>Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check</i>  | 53  | New Councillor and refresher training to be provided to include –<br>The role of executive member consultation during draft reporting stages.   | Complete.<br>Monitor the need for refresher training. | MT1                        |
| <b>Chief Executive's Assurance Review, June 2023 – recommendations and comments relating to O&amp;S</b>   |     |   |   |                            |
| <i>In a No Overall Control council it is useful to ensure there is an opportunity to elect a Chair from outside of the administration to each Overview and Scrutiny Committee, to ensure appropriate scrutiny and holding the Executive to account.</i>   | 54a | Since May 2023 all O&S Committees have appointed a Chair, and in most cases, a Vice-Chair from outside of the Administration.   | Complete – monitor long term.                         | CL1                        |
| <i>Opposition councillors have recently been given a majority of positions on the principal Overview and Scrutiny committees as a result of changes in the political balance calculations. Opposition councillors appear to be content to keep Conservative councillors as Chairs for the Committees where they are already in place, for the remainder of this Council term.</i>                                       | 54b | Action relating to potential constitutional changes to clarify the good practice of opposition chairs outlined at 8c above.   | See relevant action above.                            | CR1                        |
| <i>Overview and scrutiny committees are to be encouraged to take evidence and contributions from officers as well as portfolio holders, to ensure a more informed basis to O&amp;S recommendations.</i><br><br><i>There is still a marked reluctance amongst the broader overview and scrutiny committees to ask questions directly of officers and there are regular comments that leading councillors do not give</i> | 55  | Multiple actions relating to O&S powers to question, skills training, and planning of evidence sessions are outlined above. These will all assist with encouraging evidence and contributions from officers as well as portfolio holders, to increase the effectiveness of scrutiny sessions. See 9a, 9b, 9c, 27b and 48 above. | See relevant actions above                            | See relevant actions above |

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|---|-----------|---|--|-------------|
| <p><i>clear answers to questions, but other councillors do not seek that clarity from officers, which they could.</i></p> <p><i>Since June there has been a noticeable shift in emphasis within the Council, with officers being invited to contribute on specific issues in Cabinet and this need needs to be extended to O&amp;S committees</i></p> <p><i>Continue to encourage full participation and clarity of answers in all meetings, and incorporate into training for Overview and Scrutiny committee members.</i></p> |           |   |  |             |
| <p><i>Overview and scrutiny committees should continue to increase their focus on policy development and engagement rather than pre-Cabinet scrutiny.</i></p>   | 56a       | <p>Update text lifted from Assurance Review Action Plan:</p> <p>Prior to the election there was little movement in the focus of the two new Overview and Scrutiny committees (Place and Corporate &amp; Community) that replaced O&amp;S Board, with an ongoing focus on pre-Cabinet scrutiny.</p> <p>Since the elections in May, the administration sought to restructure Overview and Scrutiny, to establish a closer link to the Cabinet cycle for one O&amp;S Committee but keeping the other 3 committees removed from the Cabinet cycle. This was implemented in September 2023.</p> <p>The policy development role for O&amp;S was incorporated into training for Overview and Scrutiny committee members, to foster a wider role for Overview and Scrutiny committees, underpinned by officer encouragement. O&amp;S forward plans now show a more balanced mix of work, an example of this is a recent O&amp;S investigation into blue badge waiting times with a view to establishing necessary policy changes.</p> | <p>Majority of O&amp;S work to be planned by conclusion of annual work programming sessions –</p> <p>Autumn 2023</p> | WS1         |

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|---|-----------|---|----------------------------|----------------------------|
|   |           | <p>Officers should encourage, raise awareness and provide training on an ongoing basis to ensure that the O&amp;S function focuses on a balance of work including policy development. CMB has agreed to regularly receive O&amp;S work plans to provide opportunity to encourage policy development, and the Scrutiny Officer encourages regular communication with O&amp;S chairs to assist in identifying these opportunities.</p> <p>The changes to the O&amp;S structure introduced ability for the Environment and Place O&amp;S Committee to appoint two independent members establishing an opportunity to scrutinise from a fresh perspective.</p> <p>Annual work planning for all committees, balancing policy and pre-Cabinet scrutiny, is complete or in process. Supported by Centre for Governance and Scrutiny, work planning activity will also provide a development opportunity to embed good practices.</p> |                            |                            |
|   | 56b       | <p>Ongoing support to promote a balance of O&amp;S work is identified through multiple actions above.</p> <p>Encouraging an effective balance of scrutiny work involves many factors including effective engagement with Cabinet and senior officers to ensure O&amp;S understanding of forthcoming priorities; training; work planning actions and monitoring and reporting on scrutiny outputs to ensure Council ownership of the balance of O&amp;S work.</p> <p>These actions will embed a practice of selecting topics which generate meaningful outcomes and balance policy engagement with pre-Cabinet scrutiny.</p> <p>See actions 1c, 4b,7b,7c,7d, 14a, 38c, 38d, 41, 42e, 43a, 45a above.</p>   | See relevant actions above | See relevant actions above |

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| <p><i>Overview and scrutiny committees should consider putting more focus into corporate performance reporting, challenging the executive to ensure that improvement plans are having an effect and improving the services that are missing their targets.</i></p> <p><i>There is an opportunity to strengthen the focus of O&amp;S on performance management, through the overview and scrutiny committees.</i></p> <p><i>Incorporate into training for Overview and Scrutiny committee members and monitor agendas, encouraging Overview and Scrutiny Committees to focus on performance management information.</i></p> | 57        | See 30a and 30b above relating to the provision of performance management information and associated training.   | See relevant actions above                                  | See relevant actions above |
| <p><i>Need to ensure the party whip is not applied to O&amp;S functions. This message needs to be reinforced and the situation monitored.</i></p> <p><i>There has been no recent evidence of the party whip being applied to O&amp;S functions, but this needs to be monitored. A positive statement will be sought from Group Leaders.</i></p>  | 58        | Actions relating to training, chairing and monitoring the independence of O&S are set out above. See 8b, 8d, 8e, 16a and 16c and 26 above.   | See relevant actions above                                  | See relevant actions above |
| <b>DLUHC External Assurance Review of BCP Council, August 2023 – recommendations and comments relating to O&amp;S</b>  |           |  |   |                            |
| <p><i>The Council reviews the Transformation programme and agrees a realistic and deliverable programme by October 2023. The Council sets up effective mechanisms for Member oversight and monitoring of the delivery of the programme by June 2023</i></p>  | 59        | <p>O&amp;S to consider and establish its role in this member oversight and monitoring.</p> <p><i>The O&amp;S Board Chair is a member of the cross-party councillor working group now established to monitor the Transformation Programme. The Chair has indicated that his role on this group provides a mechanism for O&amp;S to maintain oversight of assurances or concerns relating to the programme. The full committee's agreement to this view will be sought through annual work programming for the O&amp;S Board commencing December 2023.</i></p> | In annual work programming for O&S Committees – Autumn 2023 | WS1                        |



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| <i>The Council establishes a sound budget setting process and begins preparations for the 2024/25 budget as soon as possible after the local government elections and has proposals drafted for a sustainable MTFP and three-year budget by the end of September 2023</i>  | 60  | <p>O&amp;S to consider and establish its role in the budget setting process</p> <p>The O&amp;S Board is aware and monitoring any areas of risk and concern within the MTFP through regular reporting at committee. The 2024/25 budget will be considered by the O&amp;S Board in January 2024 and will invite other O&amp;S Chairs to contribute on budget matters relating to services within their committee remit.</p> <p>O&amp;S Board and Environment &amp; Place O&amp;S will be asked to confirm their ongoing approach to finance scrutiny through work planning workshops commencing December 2023. Health ASC O&amp;S has included budget considerations on its agenda for January 2024.</p> <p>All O&amp;S Committees will benefit from agreeing a clear approach to scrutiny of finances for 2024/25 to ensure a joined up approach and sufficient levels of scrutiny are applied to this area of council activity. This will be raised in a future O&amp;S Chairs meeting.</p> | In annual work programming for O&S Committees – Autumn 2023 | WS1  |
| <i>The Council, with the active leadership of the respective group leaders, uses the opportunity of a new Council to reset the Member / Member and Member / officer culture and relationships. The new Council must use the support offered by the LGA and set up a comprehensive programme of Member induction and an on-going programme of Member training. The induction programme should be in place by June 2023 and the ongoing programme by July 2023</i> | 61a | <p>New Councillor and refresher training to be provided.</p> <p>Complete. See all actions coded MT1 above.</p>  | See relevant actions above.                                 | MT1  |
|  | 61b | <p>See 21b above - A programme of ongoing scrutiny skills training to be developed for delivery to O&amp;S Councillors throughout municipal year 2023/24.</p>   | See relevant action above.                                  | MT3  |
|  | 61c | <p>See 23b above – O&amp;S Chairing and leadership skills support to be provided.</p>   | See relevant action above.                                  | MT2  |



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|  | 61d | LGA training opportunities to be taken up.<br>The LGA has been widely engaged to provide support to O&S since May 2023. This includes Leadership Academy training, in-house delivery of support for O&S work programming and promotion of LGA online training courses to councillors. | Complete.<br>Continue to take up opportunities on an ongoing basis. | WS1                        |
| <i>The Council puts in place a regular annual cycle for the business plans, mid-year reviews and year end reviews of all its companies to be reported to the appropriate scrutiny and decision-making bodies. This should be in place by June 2023 to begin the 2024/25 process</i>  | 62  | O&S to consider and establish its role in this review process.<br>O&S Board will be asked to consider its position on this through work planning activity commencing December 2023.   | In annual work programming for O&S Committees – Autumn 2023         | WS1                        |
| <i>The Council has four scrutiny committees – Corporate and Community; Children's Services; Health and Adult Social Care, and Place. Scrutiny has focused rather heavily on pre scrutiny of Cabinet decisions rather than having a broader focus or looking at policy development. I was told by a range of people that politics has got in the way of effective scrutiny. When scrutiny has looked at wider issues the feedback has been more positive – I was told of a good example of scrutiny inviting the Police and Crime Commissioner and neighbourhood watch representatives to a scrutiny committee. The Centre for Governance and Scrutiny summarise scrutiny's role as providing a space to bring critical friend challenge and support to decision making; providing a way of challenging and supporting partner organisations; bringing issues that matter to local people and the local community into decision making; and surface issues that the Council should be engaging with but which are not yet part of formal decision making.</i><br><br><i>From what I have seen there is an opportunity at BCP – as there is with many other councils – to develop the scrutiny role along the lines above rather than simply to focus on pre-cabinet scrutiny.</i> | 63  | See 56a and 56b above.  | See relevant actions above  | See relevant actions above |

## Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from:   | ID  | Action for BCP Council with updates<br>(Latest updates December 2023 in blue text)   | RAG and timescales   | Code |
|--|-----|--|--|------|
| <b>Statutory Guidance on O&amp;S (ID 1-53)</b><br><b>Chief Executive's Assurance Review (ID 54-58)</b><br><b>DLUHC Assurance Review (ID 59 – 64)</b>   |     |  |  |      |
| <i>There is an opportunity with a new Council to ensure that Councillors have training and support to enable them to develop their role in overview and scrutiny. This should be built into the Member induction and ongoing training programme.</i>   |     |  |  |      |
| <i>The DfE Advisor has commented that the Scrutiny Committee [Children's Services O&amp;S] and particularly its Chair (prior to the elections) have been engaged in a proper and appropriate way. The Chair of scrutiny prior to the elections has now been appointed as the Cabinet Member and therefore the Statutory Lead Member for Children's Services. Given the position of children's services the change in both the Cabinet Member and Scrutiny Chair roles will need careful management and both Members will need focussed support to discharge these key roles.</i> | 64a | Work programming support provided summer 2023. Further support to be provided to complete annual work programming.<br><i>All Children's Services O&amp;S work planning now complete.</i>   | Complete   | CS1  |
|  | 64b | Focussed support provided by service area lead to identify and provide relevant performance information to support the committee in its role.<br><i>Service area lead support to Children's O&amp;S well established and providing assistance on an ongoing basis.</i>   | Complete. Monitor on an ongoing basis.   | CS1  |
|  | 64c | Ongoing training plan for the Committee in development.<br><i>The committee has held a training and development session to support work programme priorities and officers will support ongoing information based training needs as arising. A programme of briefing slots will be planned in for 2024 to be used as required.</i>  | Autumn 2023  | CS1  |
|  | 64d | Establish links with O&S Chairs in other authorities that have experience of similar improvement journey.<br><i>Links established and provided to the Chair summer 2023.</i>   | Complete   | CS1  |
|  | 64e | LGA development opportunities promoted to Chair.<br><i>LGA hosted Children's Services Leadership training provided to Chair in Autumn 2023. This is in addition to the Chairing and leadership skills training identified at 61c and 61d above. Attendance at the National Children and Adult Services Conference was also supported in Autumn 2023 to provide learning and networking opportunities to chair.</i> | Complete. Development opportunities will continue to be promoted on ongoing basis. | CS1  |



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## OVERVIEW AND SCRUTINY BOARD



|                            |  |
|----------------------------|--|
| Report subject             | <b>Forward Plan</b>  |
| Meeting date               | 8 January 2024   |
| 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.                                   |
| <b>Recommendations</b>     | <b>It is RECOMMENDED that:</b><br><br><b>the O&amp;S Committee/ Board consider, update and confirm its Forward Plan.</b>                                     |
| Reason for recommendations | The Council's Constitution requires all Overview and Scrutiny Committees 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 whole municipal year, 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 this update.

## BCP Constitution and process for agreeing Forward Plan items

5. The Constitution requires that the Forward Plan of O&S Committees (including the O&S Board) 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.
6. 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.
  7. 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.
  8. 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.
  9. 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 5 December 2023 and is supplied as Appendix D to this report.

### **Resources to support O&S work**

10. The Constitution requires that the O&S 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.
11. 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.
12. 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);
- 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.

13. 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**

14. The Committee is asked to agree work priorities for the next meeting, taking account of the supporting documents provided. This will ensure member ownership of the Committee Forward Plan by newly elected members to the Committee, and that reports can be prepared in a timely way, as appropriate.
15. Should the Committee not agree priorities for its next meeting, 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 Committee 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 Committees is set out in paragraphs 10 to 13 above.

### **Summary of legal implications**

17. The Council's Constitution requires all O&S Committees 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

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## **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:

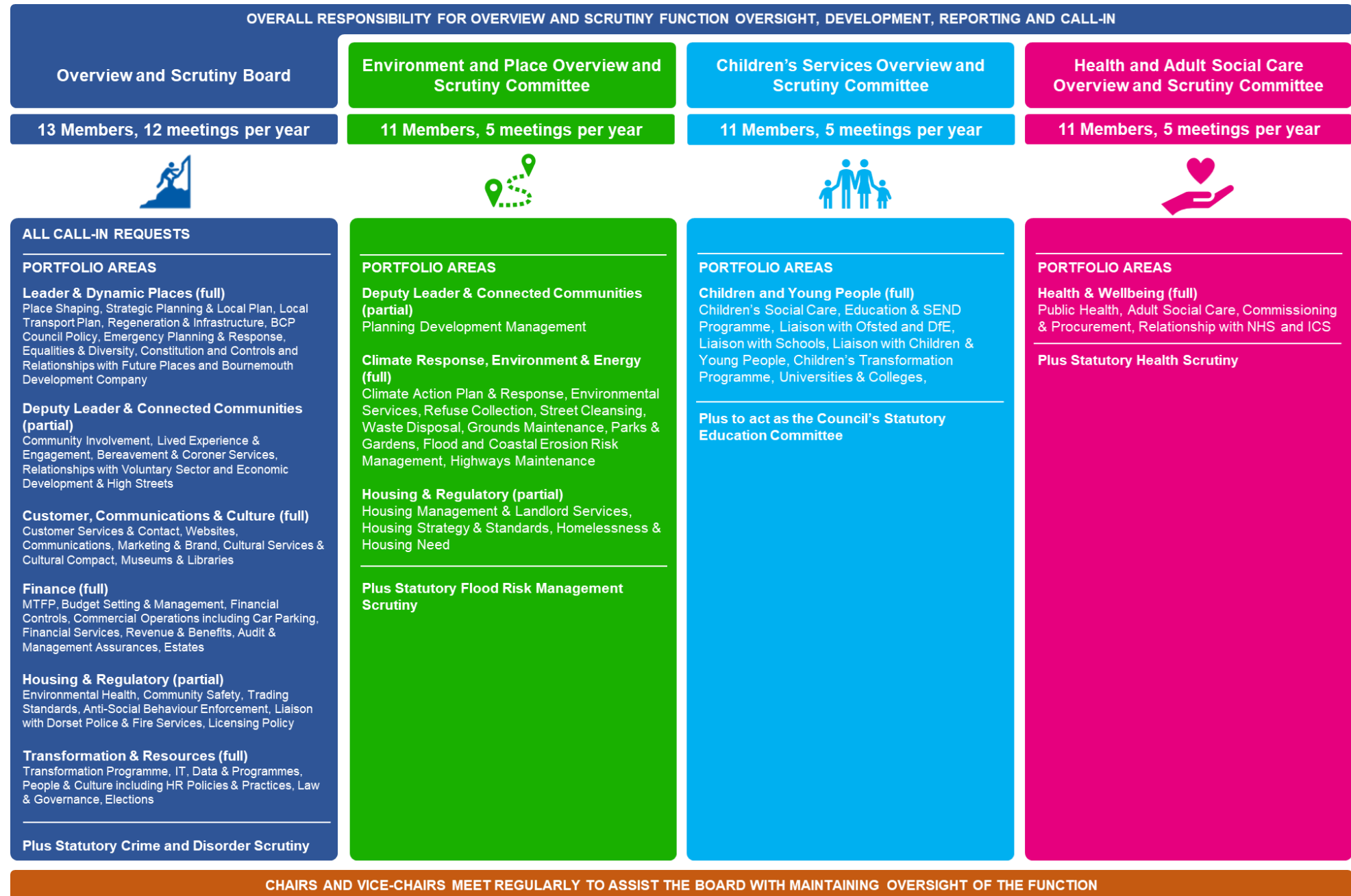
- Considering decisions that have been called-in
- Undertaking scrutiny of the Council's budget processes
- Carrying out the Council's scrutiny functions relating to crime and disorder, and discharging any other statutory duty for which the O&S function is responsible, other than those that relate to 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                                  |
|--------------------------------------|---|---|---------------------------------|--|---|
| <b>DATE – Monday 8 January 2024</b>  |   |   |                                 |  |   |
| 1.                                   | <b>Library Strategy</b><br>To scrutinise the proposed options due to be considered by Cabinet for the future BCP library strategy including scope and strategy. | To ensure that there is opportunity for pre-decision scrutiny of the proposed Cabinet report and to enable the Board to make recommendations comments as appropriate. | Cabinet Report                  | Director of Customer, Arts and Property<br><br>Portfolio Holder for Customer, Communications and Culture | Contact Democratic Services for further information |
| 2.                                   | <b>Q2 2023/24 Corporate Performance Report</b><br>To scrutinise the report prior to consideration by Cabinet.   | To ensure that there is opportunity for the Board to consider the performance report and potentially identify areas of further interest to the Board                  | Cabinet Report                  | Chief Executive<br><br>Leader of the Council and Portfolio Holder for Dynamic Places                     |   |
| 3.                                   | <b>O&amp;S Action Plan Progress Report</b><br>To consider an update on progress made against the Overview and Scrutiny Action Plan.                             | To ensure that the O&S Board has the opportunity to monitor the progress against the O&S Action Plan  | Committee Report                | Monitoring Officer   | Added by the Board at its meeting on 9.10.23        |
| <b>DATE – Monday 29 January 2024</b> |   |   |                                 |  |   |
| 1.                                   | <b>Budget Scrutiny</b><br>To consider the Budget for 2024/25 and medium-Term Financial Plan prior to consideration by Cabinet and Council.                      |   | Committee Report/Cabinet Report | Chief Finance Officer<br><br>Portfolio Holder for Finance  | Contact Democratic Services for further information |

|                                | 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   |
|--------------------------------|--|---|--------------------------------|--|--|
| 2.                             | <b>20 MPH Options Appraisal</b><br><br>To scrutinise the proposed options due to be considered by the cabinet at its next meeting. | To ensure that there is opportunity for pre-decision scrutiny of the proposed Cabinet report and to enable the Board to make recommendations comments as appropriate. | Cabinet Report                 | Head of Transportation<br><br>Deputy Leader of the Council and the Portfolio Holder for Connected Communities, |  |
| <b>DATE - 26 February 2024</b> |  |   |                                |  |  |
|                                | <b>Items to be determined</b>  |   |                                |  |  |
| <b>DATE – 2 April 2024</b>     |  |   |                                |  |  |
| 1.                             | <b>Assurance Review Action Plan Update</b><br><br>To consider a quarterly monitoring report prior to its consideration by Cabinet. | TBC   | Cabinet Report                 | TBC  | Added by the Board at its meeting on 13.11.23                              |
| <b>DATE to be allocated</b>    |  |   |                                |  |  |
| 1.                             | <b>End of year Corporate Performance Report</b>  | To provide the Committee with an overview of performance and an opportunity to consider any areas to target scrutiny.   | Committee/ Cabinet report      | TBC<br>Head of Policy and Research   | Board to determine if it wishes for these items to remain on its Work Plan |
| 2.                             | <b>Business Improvement Districts</b>  | To enable the Committee to hear from the Council's partners   | Committee Report               | TBC  | Board to determine if it wishes for these items to                         |

|   | 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  |
|---|---|---|--------------------------------|--------------------------------------|---|
|   | To consider information from the local BIDs on current issues and priorities.   | in the local BIDS and consider ways to work together  |                                | Director Economic Development        | remain on its Work Plan   |
| 3.  | <b>Update on Wessex Fields</b>  | TBC   | Committee Report               | TBC                                  | Request to join work plan agreed at meeting on 13.11.2023   |
| <b>Commissioned Work</b><br>Work commissioned by the Committee (for example task and finish groups and working groups) is listed below:<br>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. |   |   |                                |                                      |   |
|   | <b>Complaints Procedure – Working group</b><br>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 |
| <b>Update Items</b><br>The following items of information have been requested as updates to the Committee.<br>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  |   |                                |                                      |   |
| <b>Annual Reports</b>   |   |   |                                |                                      |   |

|   | <b>Subject and background</b>                       | <b>Anticipated benefits and value to be added by O&amp;S engagement</b> | <b>How will the scrutiny be done?</b> | <b>Lead Officer/Portfolio Holder</b> | <b>Report Information</b>                           |
|---|---|---|---------------------------------------|--------------------------------------|---|
|   | <b>Crime and Disorder Scrutiny Report</b>           | Statutory requirement   | Committee Report                      |                                      | Contact Democratic Services for further information |
|   | <b>Budget Report</b>                                | Ensure that there is scrutiny of the annual budget setting process      | Committee Report                      |                                      | Contact Democratic Services for further information |
| <b>Requested items – Further details and dates to be allocated – The Board should consider these items further at its work planning workshop.</b> |   |   |                                       |                                      |   |
|   | <b>Award of Gigabit Fibre Neutral Host Operator</b> | TBC   | TBC                                   |                                      |   |
|   | <b>External Consultancy Contracts</b>               | TBC   | TBC                                   |                                      |   |
|   | <b>Shared Prosperity Fund and Investment Plan</b>   | TBC   | TBC                                   |                                      |   |

## Request for consideration of an issue by Overview and Scrutiny

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### **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**

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Document last reviewed – January 2022

Contact – [democratic.services@bcpcouncil.gov.uk](mailto:democratic.services@bcpcouncil.gov.uk)



# CABINET FORWARD PLAN – 1 DECEMBER 2023 TO 31 MARCH 2024

(PUBLICATION DATE – 05 December 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)? |
|--|-------------------------------------|-------------------------|---|-----------|---|---|---|--|
| Medium Term Financial Plan (MTFP) Update     | Provide update on the councils MTFP | No                      | Cabinet<br>13 Dec 2023<br><br>Council<br>9 Jan 2024 | All Wards | N/a   | N/a   | Matthew Filmer,<br>Adam Richens,<br>Nicola Webb | Open   |
| Corporate Strategy Summary 2023/24 - 2026/27 |                                     | Yes                     | Cabinet<br>13 Dec 2023                              |           |   |   | Isla Reynolds                                   |  |

| <b>What is the subject?</b>  | <b>What is the purpose of the issue?</b>  | <b>Is this a Key Decision?</b> | <b>Decision Maker and Due Date</b>                  | <b>Wards</b> | <b>Who are the key stakeholders to be consulted before the decision is made?</b> | <b>What is the consultation process and period</b> | <b>Officer writing the report</b> | <b>Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?</b> |
|--|---|--------------------------------|---|--------------|--|--|-----------------------------------|---|
| 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<br>13 Dec 2023<br><br>Council<br>9 Jan 2024 | All Wards    |  |  | Steve Dring, Paul Feehily         | Open  |
| 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<br>13 Dec 2023                              | All Wards    |  |  | Simon Percival                    | Open  |
| CNHAS for 2023 -2028 inc Project Approvals                               | To present to the three town council members a review of the last 2 years of CNHAS, recommendations for next major housing led projects, Homes England strategic considerations and investment focus towards addressing a diverse set of needs. | No                             | Cabinet<br>13 Dec 2023<br><br>Council<br>9 Jan 2024 | All Wards    |  |  | Nigel Ingram                      | Open  |

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|---|---|-------------------------|--|-----------|---|--|------------------------------------|--|
| Building Stronger Foundations - Children's Services Transformation Business Case                                | In July 2023 Children's Services when they presented the original transformation Business Case were requested to come back to cabinet and report on progress made .   | No                      | Children's Services Overview and Scrutiny Committee<br>21 Nov 2023<br><br>Cabinet<br>13 Dec 2023 | All Wards |   |  | Cathi Hadley,<br>Shirley McGillick | Open   |
| Electric Vehicle Charging Infrastructure (EVCI) Strategy and Local Electric Vehicle Infrastructure (LEVI) Grant | To seek Council approval to accept and invest the capital grant, subject to final confirmation, and to recommend to Council the adoption of the Electric Vehicle Charging Infrastructure (EVCI) Strategy to 2030. | Yes                     | Cabinet<br>13 Dec 2023<br><br>Council<br>9 Jan 2024  | All Wards | Public consultation on draft Electric Vehicle Infrastructure Strategy     | Public consultation complete (closed 01.10.2023) | John McVey,<br>Richard Pincroft    | 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)? |
|---|--|-------------------------|-----------------------------|---------------------|---|--|----------------------------|--|
| Albert Road (Bournemouth) Loading Bay Proposal - P41 2023 | To consider the recommendation to install a new loading bay in Albert Road, Bournemouth to enable safe deliveries to local businesses and residential properties. To enable this the current disabled bay will be moved to a new location. | No                      | Cabinet<br>13 Dec 2023      | Bournemouth Central |   | Legal TRO 21 day notice period has taken place with comments received. | Andy Brown, Rob Walter     | Open   |

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|---|--|-------------------------|-----------------------------|-------------------|---|---|----------------------------|--|
| 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<br>13 Dec 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)? |
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|   |  |                         |  |           |   |  |                            |  |
| Council Tax Base 2024/25                | To set the council tax base for 2024/25  | No                      | Cabinet<br>10 Jan 2024<br><br>Council<br>20 Feb 2024 | All Wards |   |  | Matthew Filmer             | Open   |
| Q2 2023/24 Corporate Performance Report | To provide an update on progress in delivering the BCP Corporate Strategy, adopted by Full Council in November 2019. | No                      | Cabinet<br>10 Jan 2024                               | All Wards |   |  | Vicky Edmonds              | Open   |
| Tenancy Strategy                        | To set out the approach for a revised Tenancy Strategy.  | No                      | Cabinet<br>10 Jan 2024                               | All Wards | Council tenants and registered providers of social housing.               | Consultation with key stakeholders has been completed. | Seamus Doran               | Open   |

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|--|---|-------------------------|--|---|---|---|--|--|
| Active Travel Fund 4 (ATF4)                                    | The inform Cabinet that the Council has been awarded £3.78m of ATF4 grant and seek endorsement from Cabinet to Council to delegate the delivery of the ATF4 programme to the Director for Infrastructure in consultation with Portfolio Holder. | Yes                     | Cabinet<br>10 Jan 2024<br><br>Council<br>20 Feb 2024 | Alderney & Bourne Valley;<br>Boscombe West;<br>Bournemouth Central;<br>Hamworthy;<br>Newtown & Heatherlands;<br>Parkstone;<br>Talbot & Branksome Woods;<br>Wallisdown & Winton West;<br>Westbourne & West Cliff |   |   | Julian McLaughlin,<br>Richard Pincroft | Open   |
| Proposed shared FCERM Service with East Devon District Council | To consider proposal to broaden the Flood and Coastal Erosion Risk Management Service via implementation of a Shared Service Agreement with East Devon District Council.  | No                      | Cabinet<br>10 Jan 2024                               |   | BCP CMB & Cabinet<br>East Devon District Council<br>Cabinet               |   | 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)? |
|---|---|-------------------------|--|----------------|---|---|--|--|
| Beach Road Car Park (part of)                         | An Outline Business Case produced by FuturePlaces was approved by Cabinet in March 2023. This report provides additional options for consideration.                                 | Yes                     | Cabinet<br>10 Jan 2024<br><br>Council<br>20 Feb 2024 | Canford Cliffs | Ward Councillors  |   | Irene Ferns, Sarah Good, Julian McLaughlin | Open   |
| BCP Council Libraries – Creating a sustainable future | To set out the review framework leading to a BCP Library Strategy which explores interest in alternative models of delivery to sustain and even improve the offer to the community. | Yes                     | Cabinet<br>10 Jan 2024                               | All Wards      |   |   | Matti Raudsepp                             | 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, TCF Darby's Lane C.5.2 P40 2023 | To seek approval to make and seal the Traffic Regulation Orders after the statutory consultation with the public. | No                      | Cabinet<br>10 Jan 2024      | Oakdale | Within the statutory consultation process, 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 as detailed below. A 21-day public consultation opened on Friday 20 June 2023 where:<br>A Notice was placed in the Bournemouth Echo, notification emails were sent to all councillors and all 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)? |
|---|---|-------------------------|---|-----------|---|---|---|--|
| Budget Monitoring Quarter 3                   | To update cabinet on Quarter 3 budget monitoring  | No                      | Cabinet<br>7 Feb 2024                               | All Wards |   |   | Matthew Filmer                            | Open   |
| Budget 2024/25 and Medium Term Financial Plan | The council is required to set an annual balanced budget presenting how its financial resources, both income and expenditure, are to be allocated and utilised. | No                      | Cabinet<br>7 Feb 2024<br><br>Council<br>20 Feb 2024 | All Wards | N/a   | N/a   | Matthew Filmer, Adam Richens, Nicola Webb | Open   |
| Street Naming and Numbering Policy            | To seek Council approval to amend the existing policy and to review current charges   | Yes                     | Cabinet<br>7 Feb 2024<br><br>Council<br>20 Feb 2024 |           | Full Council & Leader of the Council<br>Advertisement in local newspaper  | 2 week advertisement in newspaper, prior to being put in place. | Adam Fancy, Sara Johnson, Jane Potter     | Fully exempt   |

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|--|--|-------------------------|---|-----------|---|---|----------------------------|--|
| Creekmoor Community Land Trust Affordable Housing Develeopment | To seek agreement of the proposed HoT for Creekmoor CLT for the development of a BCP site in Creekmoor and delegate approval of agreements to the Head of Legal Services, Head of Estates and Head of Housing Delivery | No                      | Cabinet<br>7 Feb 2024                               | Creekmoor |   |   | Kerry-Marie Ruff           | 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<br>7 Feb 2024<br><br>Council<br>20 Feb 2024 | All Wards |   |   | Seamus Doran               | Open   |
| Housing Strategy - Annual Summary Review                       |  | No                      | Cabinet<br>7 Feb 2024                               |           |   |   | Kerry-Marie Ruff           |  |
|  |  |                         |   |           |   |   |                            |  |

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|--|---|-------------------------|-----------------------------|----------------|---|---|----------------------------|--|
| Hurn Neighbourhood Plan                | To report the findings of a formal public examination by independent examiner and to consider whether any proposed modification to any draft Neighbourhood Plan should be accepted. | No                      | Cabinet<br>6 Mar 2024       | Commons        |   |   | Rebecca Landman            | Open   |
| Sandbanks Peninsula Neighbourhood Plan | Following a formal public examination and independent examiner's report whether any proposed modification to the draft Neighbourhood Plan should be accepted;                       | No                      | Cabinet<br>6 Mar 2024       | Canford Cliffs |   |   | Rebecca Landman            | 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)? |
|-------------------------------|---|-------------------------|-----------------------------|-----------|---|---|----------------------------|--|
| LTP Capital Programme 2024/25 | This report sets out and seeks financial approval for investment of the 2024/25 Local Transport Plan (LTP) grant allocation (capital funding) from the Department for Transport (DfT). It is expected that the 2024/25 LTP Capital grant allocation for the Council will be £7.9 million comprising £3.1 million of Integrated Transport Block (ITB) funding and £4.8 million of Highway Maintenance funding (tbc). | Yes                     | Cabinet<br>6 Mar 2024       | All Wards |   |   | 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)? |
|--------------------------------|---|-------------------------|-----------------------------|-----------|--|---|--------------------------------------|--|
| 20mph Scheme Options Appraisal | To Review Options Around 20mph schemes and agree the Council's position | Yes                     | Cabinet<br>6 Mar 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,<br>Richard Pincroft | Open   |
|                                |   |                         |                             |           |  |   |                                      |  |

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|---|---|-------------------------|-----------------------------|--|---|---|---|--|
| Christchurch Bay and Harbour FCERM Strategy | Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) are working together with the Environment Agency to produce a new strategy to protect coastal communities from tidal flooding and erosion risk. It will guide how the frontage from Hengistbury Head to Hurst Spit, encompassing Christchurch Harbour, will be sustainably managed for the next 100 years. | No                      | Cabinet<br>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)? |
|---|--|-------------------------|--|-----------|--|---|------------------------------------|--|
| BCP Seafront Strategy progress review and refresh | The BCP Seafront Strategy was adopted by Cabinet in April 2022. This report will update Cabinet on progress against this strategy and provide recommendations to refresh it in line with the new Corporate Strategy. | No                      | Cabinet<br>10 Apr 2024                               |           |  |   | Amanda Barrie,<br>Andrew Emery     | Open   |
| Corporate Strategy Delivery Plans                 | Setting out the core actions to achieve the aspirations set out in the high level summary.   | Yes                     | Cabinet<br>10 Apr 2024<br><br>Council<br>23 Apr 2024 | All Wards | Consultation was undertaken as part of the Corporate Strategy high level summary being developed | n/a   | Sophie Bradfield,<br>Isla Reynolds | Open   |
| Q3 Corporate Performance Report                   | To provide an update on progress delivering the actions set out in the Corporate Strategy and Delivery Plans   | No                      | Cabinet<br>10 Apr 2024                               | All Wards |  |   | Vicky Edmonds,<br>Isla Reynolds    | 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)? |
|---|--|-------------------------|---------------------------------|---------------------|---|---|---|--|
| DfE SEND review next steps                        | To consider the DfE review next steps  | No                      | Cabinet<br>Date to be confirmed |                     |   |   | Rachel Gravett,<br>Shirley McGillick,<br>Sharon Muldoon | Fully exempt   |
| Accelerating Gigabit Fibre (Award Contract)       | In July 2022 Cabinet approved 'Accelerating Gigabit Fibre' and asked the team to return to Cabinet to award the contract. The purpose of this report is contract award.  | No                      | Cabinet<br>Date to be confirmed | All Wards           |   |   | Ruth Spencer  | 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<br>Date to be confirmed | Bournemouth Central |   |   | Sarah Longthorpe  | 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)? |
|---|--|-------------------------|---------------------------------|-----------|--|---|----------------------------|--|
| Children's Services Early Help Offer                  | Summary of findings and recommendations from an ongoing review of our current Early Help services                      | No                      | Cabinet<br>Date to be confirmed | All Wards |  |   | Zafer Yilkan               | Open   |
| 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<br>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   |

| <b>What is the subject?</b> | <b>What is the purpose of the issue?</b>   | <b>Is this a Key Decision?</b> | <b>Decision Maker and Due Date</b> | <b>Wards</b> | <b>Who are the key stakeholders to be consulted before the decision is made?</b> | <b>What is the consultation process and period</b> | <b>Officer writing the report</b> | <b>Is the report likely to be considered in private (i.e., it contains confidential or exempt information)?</b> |
|-----------------------------|--|--------------------------------|------------------------------------|--------------|--|--|-----------------------------------|---|
| Poole Regeneration Update   | To update Cabinet and the public on projects and activities in Poole Town Centre | No                             | Cabinet<br>Date to be confirmed    | Poole Town   | relevant stakeholders to the Poole Regeneration Programme                        |  | Chris Shephard                    | 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)? |
|---------------------------------|--|-------------------------|---------------------------------|-----------|---|---|----------------------------|--|
| Adult Social Care Business Case | Adult Social Care services locally and nationally have faced significant challenges in recent years, and as a result the Council is holding significant risk in relation to the ability of the Council to deliver its statutory responsibilities to adults that require support within the available budget. The nature of these challenges means that long term, sustainable change is needed to ensure that BCP Council Adult Social Care services (ASCS) are modern, fit for the future and affordable. This business case sets out a proposal for initial investment in Adult Social Care transformation that will lead to improved outcomes for adults that draw on support in BCP and support the Council to deliver this within the available financial envelope. | Yes                     | Cabinet<br>Date to be confirmed | All Wards |   |   | Chris McKensie             | 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)? |
|--------------------------------|---|-------------------------|---|---------------|---|---|--------------------------------|--|
| The Royal Arcade, Boscombe CPO | To seek approval for the making of an order for the Council to compulsory purchase the Royal Arcade, Boscombe.                                      | Yes                     | Cabinet<br><br>Council<br><br>Dates to be confirmed | Boscombe West | Landowners and occupiers of the Royal Arcade, adjacent land owners, people who live and work in Boscombe, businesses, visitors from the wider area, the Portfolio Holder for Dynamic Places and Ward Councillors. | Ongoing on project since 2020               | Julian McLaughlin              | Open   |
| 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<br><br>Date to be confirmed                 | All Wards     |   |   | Steve Dring, Martin Whitchurch | Open   |

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